

“This book is the primer for social innovation.”

—**MUHAMMAD YUNUS**, Nobel Peace Prize Laureate
and Founder of Grameen Bank

Do Good Well



Your Guide to
LEADERSHIP, ACTION,
and
SOCIAL INNOVATION

NINA VASAN • JENNIFER PRZYBYLO



"This book is the primer for social innovation. Nina Vasan and Jennifer Przybylo are leading their peers to become the socially responsible, creative generation that the world is waiting for."

Muhammad Yunus, Nobel Peace Prize Laureate and Founder of Grameen Bank



"The book we've all been waiting for - brilliant and full of energy, this manual provides the tools and step-by-step instructions to transform anyone into a leader of social change. So hands-on and high-yield that it will never gather dust!"

DoSomething.org



"As a college professor, I see energetic students everyday who aspire to 'change the world.' Do Good Well fills a critical void by giving these passionate individuals the know-how to lead meaningful action and maximize their impact. A book that is most impressive in both the breadth and depth of topics it covers and the sageness of the advice it provides."

Christopher Winship, Diker-Tishman Professor of Sociology at Harvard University



"Do Good Well serves as a catalyst to help those who want to accelerate social change. It is the "go to" reference on how citizens can make a big impact in their communities and around the world!"

Sonal Shah, First Director of the White House Office of Social Innovation and Civic Participation



"An outstanding leadership guide that empowers young entrepreneurs to be the change and take action today. An essential companion for the classroom, boardroom, and chatroom."

Alan Khazei, Co-Founder of City Year and Founder of Be The Change, Inc.



"Nina and Jennifer have designed a simple and elegant method to help readers solve problems and pursue their dreams. The ideas and information assembled contain essential insights to encourage, guide, and inspire!"

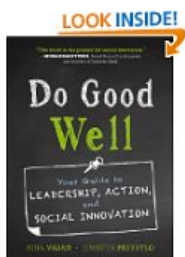
Jessica Jackley, Co-Founder of Kiva.org



"Nina Vasan and Jennifer Przybylo offer a thorough and compelling road map to starting and managing effective, collaborative, and sustainable social ventures. They share advice in a unique voice that combines the encouragement of a coach, the acumen of a CEO, and the honesty of your best friend."

Lauren Bush Lauren, Co-Founder of FEED

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Do Good Well: Your Guide to Leadership, Action, and Social Innovation by Nina Vasan and Jennifer Przybylo (Mar 25, 2013)

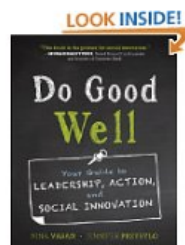
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A portion of the authors' royalties from this book will go to the Do Good Well Fund, a social impact fund that will invest in young leaders with innovative ideas for solving today's most pressing social problems.

Do Good Well is for anyone who wants to make an impact. A practical, personal leadership manual, *Do Good Well* shows that by taking action and harnessing creativity and innovation, you can chip away at daunting social problems – helping to lift people out of poverty, improve health, protect the environment, advance human rights – you can lead lasting social progress next door and across the world. Written with a fresh voice and a dash of humor, *Do Good Well* is a unique resource that draws upon the experiences of today's most talented young leaders to deliver a winning combination of self-discovery, how-to, and best practices, to fuel, guide, and maximize your impact.

THE VISION. You see inequalities and injustices everyday on the news and in your community, but how can you identify a problem that not only needs you but also captures your individual passions, values, and strengths? Part I begins at square one, by discovering who you are as a leader. It guides you through the interactive process of finding your cause, analyzing said cause through a new lens that filters the best opportunity points for change, and then brainstorming ideas that have promise and potential.

THE METHOD. There are a lot of good ideas out there, but how do you turn an idea into a solution? Part II presents the Do Good Well Method, a game plan for problem solving that bridges the gap between good intention ("doing good") and lasting results ("doing good *well*"). The Method can be applied to any idea, any community, and any action, from strengthening a neighborhood public service project to launching a business. Follow the Do Good Well Method's 3 core principles – Do What Works, Work Together, and Make It Last – to establish a solid foundation of effective, collaborative, and sustainable action to drive your unique brand of leadership.

THE TOOLS. Part III is packed with the step-by-step instructions and nitty-gritty details necessary to execute your action plan efficiently. Each chapter is devoted to a specific task or skill, from those you'll need when starting off to the ones that will facilitate growing and engineering sustainability. And because each chapter in Part III has contributions from expert young leaders, you'll benefit from their honest advice and anecdotes as well as high-yield tips inspired by their successes and mistakes.

Your time to lead is now. Social responsibility can be a lifestyle, made up of efforts small and large. Whether you're working in a boardroom, classroom, or chatroom, whether you're an entrepreneur, activist, scientist, artist, leader of a business or nonprofit, or a student eager to unlock your potential, *Do Good Well* is your partner, empowering you to turn your idealism into impact.

How to use The Book

Become a Leader

Are you eager to tackle the problems of the world, but just don't know where or how to get started? Do Good Well provides an introduction to a wide variety of causes that need your help, then shows you how to identify the problems you're not only passionate about, but are also uniquely suited to solve.

Inspire Friends and Family

Do you know someone you'd like to encourage to actively engage in the world around them, someone whose leadership potential is great, but who has yet to fully realize that potential? Do Good Well celebrates the wonderfully exciting socially-conscious era in which we live, and this enthusiasm is infectious. But Do Good Well does more than just inspire individuals to action - it gives them the tangible tools to take the next critical steps.

Kickstart an Idea

Perhaps you've already identified a cause you're passionate about, and have already thought of potential solutions to the problem. How do you tell a good idea from a bad one? How do you execute the idea in a way that yields compelling results? Do Good Well walks you through how to size up a potential solution, as well as strategies to maximize its chances of success. Emphasis is placed on evidence-based solutions, collaboration, and innovation.

Strengthen a Group

Are you already working toward solving a particular problem, but you find you could use a helping hand to guide your actions? Maybe you suspect your efforts aren't as effective as they could be, or you've been considering incorporating as a non-profit but aren't sure how. Perhaps you're looking for specific ways to build a team mentality, cultivate partnerships, or engineer greater sustainability into your work. Do Good Well features targeted, step-by-step advice in these and many more subject areas, helping you increase your impact both now and in the future.

Revitalize an Organization

If your organization isn't quite what it used to be, if your membership is dwindling or your impact is waning, Do Good Well has the tools you need to give your group a tune-up. From proven strategies in media and marketing to attract more members, to troubleshooting techniques and re-launch campaigns, Do Good Well will help you not only dust off the cobwebs, but also fortify your group against future problems.

Classroom Instruction

Packed with worksheets to engage students, case studies to illustrate key points, and thought-provoking questions and anecdotes to make the journey even more enjoyable, Do Good Well presents a highly adaptable and readily understandable model for social innovation and community action. The book is easily integrated into any curriculum, from a half-day standalone event, to a year-long multi-part course. Do Good Well is your partner in inspiring, motivating, and empowering today's students and young adults.

Manage Clubs and Organizations

Do Good Well is the perfect addition to any community or campus group interested in innovation, organizational growth, and expanded impact. Page after page is filled with down-to-earth, readily applicable advice you'll be able to easily incorporate into your group, from day to day activities and special events to and long-term direction and sustainability.

Leadership Workshops and Trainings

The skills and attitudes so critical to effective leadership are developed at length in Do Good Well, with ample exercises and worksheets to reinforce these lessons. From leading a team and working with friends to building partnerships and transitioning leadership, Do Good Well is a fantastic text for workshop and training facilitators looking for a single resource to guide and augment sessions.

Group Retreats

Enhance your group retreat with Do Good Well. Whether your group is a student organization, non-profit, business, religious group, or service group, Do Good Well will help you nurture leadership and problem-solving skills within your community.

Self-Improvement Efforts

Self-knowledge is the key to identifying the causes and problems that inspire an individual to greatness. Do Good Well was designed with this key principle in mind, and as such, features a number of reflection exercises and worksheets designed to help you understand not only your key motivators and values, but also your greatest personal strengths and weaknesses. Armed with this knowledge, you'll be a more effective leader and find greater satisfaction in your work to change the world for the better.

Do Good Well

Turning Idealism into Impact

Join our list



"This book is the primer for social innovation. Nina Vasan and Jennifer Przybylo are leading their peers to become the socially responsible, creative generation that the world is waiting for."

Muhammad Yunus, Nobel Peace Prize Laureate and Founder of Grameen Bank

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About

The Method

The Tools

The Network

Get Involved

The Book



The Do Good Well Fund

Have an innovative idea but need some funding to help it grow?

Apply to the Do Good Well Fund, committed to investing in young leaders like you!



Enter the 'Share What Works' contest

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You could win a cash prize and be featured in our media campaign!

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**Your Guide to
Leadership, Action,
and
Social Innovation**

Nina Vasan and Jennifer Przybylo

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*For my family, who instilled in me a love of community.
And for my community, who has loved me like family.
—Nina Vasan*

*For my mother and father—the most loving, supportive, and selfless parents
anyone could ever ask for.
—Jennifer Przybylo*

Preface: The Spirit of Community

How This Book Got Started

We met in May 2002 at the Prudential Spirit of Community Awards in Washington, DC, where we were honored to be included among America's Top Youth Volunteers. Nina, from Vienna, West Virginia, was lauded for launching American Cancer Society Teens, a nationwide network that empowered student volunteers of the American Cancer Society to recognize their potential as leaders and work together to develop creative solutions to improve health in their communities. Jennifer, from Lincolnwood, Illinois, was recognized for her innovative work to help shelter residents on their journey to secure employment and financial independence.

We found ourselves surrounded by inspiring students from around the country who had founded groundbreaking nonprofits, socially conscious businesses, activist movements, or had initiated other forms of lasting change in their communities. The diversity of backgrounds, interests, and experiences that could be found within this single group of students was impressive, and the potential for collaboration was evident. Though we brainstormed ideas to bring together these young leaders, no idea seemed quite right at the time.

Fast forward to 2004. Nina, now a sophomore in college, was invited by Jim and Pam Toole of the University of Minnesota's School of Social Work and College of Education and Human Development to speak at the National Service Learning Conference about her experiences

as a young social entrepreneur. While there, she was asked by a publisher to develop the ideas from her talk into a how-to book on leadership for kids.

Nina loved the idea. Over the years, she'd received numerous e-mails from students, parents, schools, and organizations—all looking to make an impact but needing the guidance to do so. From the volume of these requests, it was clear no good resource was available despite the pressing need. She felt that Jennifer, then a college freshman, would feel similarly passionate about such a project, so Nina approached Jennifer with the idea.

As we talked over the potential of such a book, it became clear that the need extended well beyond the original demographic proposed; many of our classmates and friends also wanted to take meaningful, directed action but didn't know where or how to dive in. Convinced that a practical, fun, and honest guidebook to social change was needed for today's generation of students and young professionals, we set out to tackle this challenge.

So we started writing.

How This Book Got Finished

This book is a true labor of love many years in the making. Though it has taken many different shapes and gone through numerous revisions and edits, the vision has always remained the same: to design a practical, guide to help anyone with a desire to do good in this world not only do good, but do good *well*. We wanted a tool to answer the questions we had when we started, and address those we continue to ask today as we try to solve community problems. In our own work, we stumbled frequently, and often success was only found through trial and error. We realized an actual framework was a critical missing component of the equation to do good well, which led us to create a simple three-step method for social innovation that is grounded in both personal experience and academic research on innovation in business, nonprofits, community action, and leadership. Aware of our own need for engagement while learning, we aimed to make the style fun and interactive, like getting advice from a peer or mentor in real time, a book that not only inspires but also gives practical and even step-by-step instructions for turning idealistic aspirations into tangible, real-world solutions. The school supplies lover in us advocated for a book you could highlight, write notes in and personalize. Finally, understanding the need for versatility and a range

of learning styles, we aimed for a resource you could use anywhere—in bed by yourself, in school with a class, or in the field with your team.

Tip

The people you work with make all the difference. When you find great people, keep them close. We're glad we did!

Just as the spirit of community helped launch this book, it was also the driving force to finish it. We feel extremely fortunate to have recruited to our team an exceptional community of young leaders, and it has been nothing short of an honor to collaborate with them. They are the peers we most respect and admire, stellar visionaries and fearless trailblazers who truly embody what it is to do good well in their work and lifestyle. They've been our partners throughout this journey and continue to inspire us each day, testaments to the tremendous potential for good in this world. For their commitment, generosity, and unwavering support, we are humbled by the following contributors: Nathaniel Whittemore, Jonathan Marino, Katherine Klem, Mackenzie Lowry, Alia Whitney-Johnson, Daniel Zoughbie, William Hwang, Lyric Chen, Sarah Kleinman, Ernestine Fu, Meg Sullivan, Lexie Tabachnick, Mona Jones-Romansic, Ravneet Kaur, Trent Weaver, Phebe Meyers, Om Lala, Kelly Cotter, Yuriy Bronshteyn, Jennifer Kasten, Amy Dinh, Sheba Mathew, Max Novendstern, Annie Ryu, Shin Daimyo, Sejal Hathi, Sean Genis, Alex Mittal, Vinod Nambudiri, Christina Adams, Eunice Buhler, Divya Srinivasan, Richard Lonsdorf, Daniel Pike, Chas Taylor, Tova Reichel, Sujay Tyle, Janet Fischburg, Dalya Massachi, Alison Cohen, Scott Warren, Sheel Tyle, Yasmin Mandviwala, Shalini Palmal, Leila Makarechi, Kelydra Welcker, and Anna Offit.

We are also forever indebted to our editor, Erin Null. Erin has been our biggest champion and advisor. Without her support and belief in us, we could never have made this dream a reality. We are grateful to the entire Jossey-Bass/Wiley team for welcoming us into their family: Paul Foster, Cathy Mallon, Aneesa Davenport, Alison Knowles, Michael Cook, Samantha Rubenstein, Beverly Miller, Paula Goldstein and Richard Sheppard. We would also like to thank Susan Cohen at Writers House Literary Agency for seeing this book's potential in its very earliest stages and encouraging us to pursue it, Elizabeth Przybylo (aka Jennie's lovely mom) whose copyediting talents still seem to be the result of magic, Danny Moldovan for generously sharing the domain DoGoodWell.org with us, and Lyric Chen, our dear friend who played a unique role, weighing in on the strategy of this book while coordinating with us to develop a sister book on leadership for young women.

We would also like to acknowledge the contributions of our special friends: Microsoft Word's Track Changes, Google Docs, and Skype's Share Screen.

When we started this book nearly 10 years ago, it was our little passion project, driven solely by our own enthusiasm for the fields of leadership and social change. Back then, we could never have anticipated the revolution of the past few years and the dawn of a new era of social responsibility. We are incredibly lucky to live at a time when creativity, innovation, and entrepreneurship are celebrated and encouraged, and particularly so when applied to solving the problems of the local and global community. We are blessed to have in our lives Muhammad Yunus, Bill Drayton, Alan Khazei, Sonal Shah, Nancy Lublin, Christopher Winship, Jessica Jackley, and Lauren Bush—revolutionaries who inspired us with their innovative work and who encouraged our own with their generous endorsements.

The spirit of community inspired, sustained, and finished this book and will be the force driving it forward. So now we thank you, for valuing and building your own community, and celebrating this spirit in your future action and leadership.

Nina's Thank-Yous

First to my family, whose value for community and social responsibility has been the driving force behind this book. To Mommy, the most loving and selfless person I know. Everything good in our family is because of you. To Daddy, whose reverence for art, history, and the Renaissance advanced our creativity at home, and whose generosity established the Vasan Family Center for Philanthropy, a loving legacy to our community. To Neil, who taught me everything from how to color to how to apply for college, who is the voice of reason and honesty, and who pushes me when I least want it but most need it. My family let me continue to work on this book for years, even as the rejection letters piled up; their dedication to my dreams is beyond what I deserve. For a lifetime of support, thank you to my extended family of aunts, uncles, and cousins; and to the Gawandes, Reddys, Vilasagars, Hensleys, Khalils, Modis, Sekars, Shahs, Phillips, and Carters—the friends who have become family.

The best gift my parents gave me was making West Virginia our home. To my community, your impact on my life has been so profound

that even today, when I think of who I am, the first words that come to mind are “a West Virginian.” While I have yet to find the right way to thank you, I dedicate this book to you with hope that these pages are used by our young neighbors to bring out the best in themselves and lead progress in our community.

The educators in my community are a blessing—my deepest appreciation to Wood County Schools and all the teachers and staff at Greenmont, TREK, Jackson, and PHS, for inspiring your students to learn not only in the classroom, but also on the court, on the stage, at the buzzer, and of course, in the community. And for their own commitment to “challenge what works” and innovate—Katie Hardin, Val Hoover, Victor Tweel, Cathy Mildren, Larry Hattman, Fredrick Doak, Carolyn McCune, and Teresa Law, whose demand for excellence created a culture of continuous improvement.

An architect of the spirit of community, the American Cancer Society (ACS) cultivated me into a budding social entrepreneur. Sally Davis warmly welcomed me as an elementary school volunteer and uncovered my inner saleswoman, having me dress up in a handmade daffodil costume—complete with a green felt skirt and yellow petal headdress—and sell flowers in the mall during the ACS’s Daffodil Days. Linda Goodwin was the first to see the potential of a dedicated group to engage students in community action, and extending involvement beyond fundraising to include education, advocacy, and service. Moreover, she pushed tirelessly for what was then a novel model for the organization: a group of youth, for youth, *led by youth*. The Wood County ACS Teen Board’s early success launched the opportunity that built the foundation for this book: ACS Teens, a nationwide network of student volunteers, started thanks to the innovative vision of ACS leaders Linelle Blais, Beth Stevenson, Diana Harrison, Hersha Arnold, and John Seffrin. Encouraging entrepreneurship and celebrating service, the ACS empowered my fellow youth volunteers and me with proof that our actions could breed hope, progress, and answers.

Institutions have a unique power to develop leaders. These organizations and their executives have given remarkable opportunities to me (as well as generations of students and young leaders), not only by championing leadership and community, but perhaps more importantly by building a family of alumni to “work together” and “make it last”: the Girl Scouts of America (Susan Thompson and Cathy Adams), Center for Excellence in Education (Maite Ballesterro and Joanne DiGennero),

Coca-Cola Scholars Foundation (Carolyn Norton and Mark Davis), America's Junior Miss/Distinguished Young Women (Rick and Joanna Mathena), Gloria Barron Foundation (Barbara Ann Richman), Caring Institute (Val Halamandaris), Glamour Magazine (Katie Sanders), and DoSomething.org (Nancy Lublin and Ellie Zeitlin).

Reflecting on the significance of my own mentors is what led to dedicating a full chapter to this influential position. For investing in me and demonstrating by example what good leadership is, I am indebted to Drs. Jeremy Wolfe, Arthur Pardee, William Li, Vincent Li, Margaret Chan, Ian Smith, Rahul Rajkumar, Eugene Beresin, John Matthews, RP Rajarethinam, and Nancy Oriol.

Henry Ford said, "My best friend is the one who brings out the best in me." I'm fortunate to have a team of best friends who inspire me to "do good better", and who are as loving as they are admirable. To Jen, Aaron, Yuriy, Shin, Lisa, and Om—the first ones to reply to my e-mails/texts/voicemails and able to solve any problem with reason and reassurance—and to Amara, Randy, Athi, Manisha, Aisha, Jayme, Connie, Richard, Anda, Natalie, Vivek, Jason, Liz, Matt, Harrison, Aya, Sheena, Chetan, Sheel, Rachele, Vijay, Andrew, Linda, and Lyric. <3 And to Jennie, for being my friend, family, editor, illustrator, coauthor, mentor ... my person.

For the very special role they played in getting this book into your hands, I am grateful for the Prudential Spirit of Community Awards, Jim and Pam Toole, the National Service Learning Conference, Bill Damon, and especially Christopher Winship, whose course at Harvard College was the first to connect the classroom with the community; his applause was the catalyst for moving forward with this book. To our extraordinary contributors and to our editor Erin Null, I will continue to thank you for years to come.

Finally, thanks to you. You will determine the impact this book has on you, your community, and our world. Do good well, it's in your hands ...

Jennifer's Thank-Yous

So very many acknowledgements are due! I've been fortunate enough to have no shortage of caring, inspiring people in my life.

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And last but not least, to my parents: Chester and Elizabeth Przybylo. There are no words to describe my gratitude for their endless reserves of love and support. I just couldn't wish for better parents.

About the Authors

Nina Vasan's road of writing *Do Good Well* began at home in Vienna, West Virginia, where she grew up watching her family and community champion a shared value: social responsibility. As a teenager, she observed that fellow students had passion and promising ideas for addressing social problems, but there was no system to channel, engage, and sustain their efforts. Inspired to create this opportunity, she worked with the American Cancer Society to launch ACS Teens; through an online network, ACS Teens served as an incubator for social change: it trained, mobilized, mentored, and united student volunteers, empowering them to recognize their potential as leaders and work together to find creative solutions for improving health in their communities. For her leadership as a young social entrepreneur, Nina was recognized as one of America's top 10 youth volunteers by the Prudential Spirit of Community Awards, a Young Adult Winner of the National Caring Award, and a Girl Scouts National Young Woman of Distinction.

Winner of the \$50,000 top Grand Award at the Intel International Science and Engineering Fair, Nina presented her research during the Nobel Prize ceremonies at the Stockholm International Youth Science Seminar. She studied government at Harvard College, graduating as one of *Glamour* magazine's Top 10 College Women. During the 2008 presidential election, she served as co-leader of Battleground State Outreach for Barack Obama's Health Policy Advisory Committee. Internationally, she worked at the World Health Organization in the office of the director-general, Dr. Margaret Chan.

Currently completing an MD at Harvard Medical School, Nina has been honored as one of our country's most promising young scholars by a number of corporate foundations including Coca-Cola, Toyota, Tylenol, and Target, and publications including *Cosmogirl*, Time Inc./*Teen People*, and *USA Today*. An Olympic torchbearer, she represented her home state as West Virginia's Junior Miss at America's Junior Miss, where she won the top national prizes for Scholastics and Community Service, as well as the Spirit of Junior Miss, an award voted on by the 50 contestants. Compelled by her own personal struggles, Nina is now working to apply the methods of social innovation and entrepreneurship to mental health. She will pursue a residency in psychiatry, where she hopes to contribute to developing tools and technologies that empower patients with mental illness by improving health, building community, and advancing opportunity.

Jennifer Przybylo's dedication to social responsibility evolved in an unusual way. During a particularly difficult period in her adolescence, she sought out activities that would allow her to channel her teenage angst into productive, positive causes. When she began volunteering with a group that prepared meals for a local soup kitchen, she discovered the intense joy that could come from helping others and the satisfaction of knowing she'd made a difference, however small. She then organized a group to collect toiletries and makeup for a Chicago women's shelter that provided a safe haven for homeless women and their children, many of whom had fled from violent homes. The shelter encouraged and helped its residents seek employment as a next step toward securing new lives and greater stability for themselves and their families. By collecting sample-sized toiletries and makeup that would otherwise be discarded or collect dust in closets, Jennifer's group provided these women with items they could use when preparing for job interviews. For this innovative service work, Jennifer was named Illinois's top high school volunteer by the Prudential Spirit of Community Awards. For her community leadership, she was honored as a United States Senate Youth Program Delegate and a Toyota Community Scholar.

As an undergraduate at Yale, Jennifer combined her love of service with a long-standing passion for health promotion and medicine as co-president of a campus health education group. It was through her experience with Peer Health Educators that she realized the power

of health education to make a difference in the lives of those in her community and that long-term, sustainable change was best achieved through education and the advancement of knowledge. During this time, Jennifer gained additional leadership experience as chair of Yale's Undergraduate Organizations Funding Committee, the body responsible for distribution of university funds to the more than 300 student groups. In this capacity, she also served as a member of the executive board of the Yale College Council, and an appointed member of the Dean's Office Committee on Undergraduate Organizations. After graduation, she earned an M.Phil. in computational biology at Cambridge University. There she promoted partnerships between business leaders and students with innovative technological or biomedical ideas as a member of the executive board of Cambridge University Entrepreneurs.

In college, Jennifer discovered that she loved scientific research and the thrill of advancing the collective body of knowledge, albeit ever so incrementally. Encouraged by her research supervisors, Jennifer went on to pursue cancer research at world-renowned institutions: the University of Pennsylvania School of Medicine, Mayo Clinic, Oxford University, and Memorial Sloan-Kettering. Upon graduating from Yale, she received the prestigious Boell Prize for excellence in the senior research she had undertaken at the Yale School of Medicine. Her work has also been published in numerous journals. Currently a student at Stanford University School of Medicine, she continues to be actively engaged in both research and her community. Jennifer hopes that this book will help students and young adults not only discover their own passion for community action and sustainable change, but also provide them with the tools to make their dreams for this world a reality.

Introduction

We are in the midst of a revolution unlike any other. Without guns or swords, without dictatorial edicts or government campaigns, without even any semblance of opposition, a cultural transformation has taken root as we've ever-so-quietly but ever-so-surely embraced the value that will come to define our generation: social responsibility.

Like most great revolutions, the era of social responsibility had its catalysts—trailblazers who empowered us to go green, eat local, and teach for America. It also has its popular heroes: Bill and Melinda, Barack and Michelle, Angelina and Brad. But unlike most revolutions, the era of social responsibility isn't propelled forward by big money, political leaders, or even the cult of celebrity. Its power lies in us, the everyday people who embrace the movement and live by it, who lead quietly by the socially conscious choices we make and the actions we take. And now that the movement has gained momentum, its next generation of leaders will be people like you, people who will be called to lead more vocally, to organize collective action, to answer Gandhi's challenge to "be the change you wish to see in the world." *You* are needed to carry the movement forward.

To answer this call to action, you'll need a coach—someone to show you not just what to do, but *how* to do it, and how to do it *well*.

Meet *Do Good Well*, a book that champions the simple yet powerful notion of grounded idealism. At the core of this book is a new paradigm for progress—a readily adaptable method for social innovation, an action plan for making a difference and changing the world that is as practical as it is idealistic. It's easy to understand and flexible enough to apply

to any idea and any community, helping you take purposeful action in three simple steps:

1. Do What Works.
2. Work Together.
3. Make It Last.

These steps are accompanied by specific how-to advice, a toolbox of best practices, personal anecdotes, and illustrative examples to help you mobilize your action plan. Distilled from the shared experiences of our generation's top innovators, entrepreneurs, humanitarians, activists, and public servants, this extensive primer of practical tools—from how to fundraise or launch a media campaign, to incorporating as a 501(c)(3) or nonprofit organization—will help you build and strengthen the communities around you. This book is your partner in realizing your potential as a leader and driver of progress. It is your guide as you embark on your own journey toward positive change.

What follows is a more detailed explanation of the current era of social responsibility, as well as a description of the important concepts and ideas you'll find within this book.

The Timing: Welcome to the Era of Social Responsibility

The current era of social responsibility began quietly. At first, the change was almost imperceptible: a few green products popped up on the shelves of your local grocery store, a classmate joined Teach For America, your favorite gossip blog published photos of celebrities speaking at the United Nations. But in the beginning, it was all the work of a handful of idealists, the social justice titans like Muhammad Yunus (Grameen Bank), Alan Khazei (CityYear), Bill Drayton (Ashoka), Jim Kim and Paul Farmer (Partners In Health), innovators who developed groundbreaking solutions for uniting communities, increasing opportunities, and saving lives.

Before long, you looked down at your shopping cart and realized it was filled with biodegradable detergent, grass-fed beef, and free-range eggs. When you learned that a former classmate was leaving a cushy job to work in a developing country, your reaction wasn't "Wow! That's

unbelievable!” but rather “I should introduce her to my friend running a microfinance project with that NGO in Brazil.” Your favorite public figures—athletes, actors, musicians, politicians, and CEOs—weren’t just lending their names to good causes or posing for photo-ops at charity dinners, but were instead rolling up their sleeves to work with organizations dedicated to building low-income housing or campaigning for human rights. “Doing good” quickly shifted from the admired exception to the expected norm.

You got excited by the creative work of Nancy Lublin (DoSomething.org), Sonal Shah (White House Office of Social Innovation and Civic Participation), Sheryl WuDunn and Nick Kristof (*Half the Sky*). You soon realized that doing good was the passion of your generation, led by rock stars like Ben Rattray, founder of Change.org, the world’s fastest growing platform for social change; Lauren Bush, model and designer of the iconic FEED bag, which feeds one hungry school child for a year; and Jessica Jackley and Matt Flannery, who as twenty-somethings started Kiva.org, which has facilitated over \$100 million in microcredit loans. You were humbled by the voices of your peers who led revolutions in countries across the world, toppling corrupt regimes and ushering in a new era of human rights, equality, and community. These visionaries turned social responsibility from a fad into a value, and issued to you a powerful call to action.

What started small has mushroomed into a cultural revolution: a true era of social responsibility. But why? And why now? The answer is in the convergence of three important cultural undercurrents that are environmental, economic, and political in nature.

The first is the green movement, an increasing awareness of the social, economic, and environmental impact of everyday choices. We’ve learned that by taking personal responsibility for our actions and by voting with our wallets, we can enforce environmental sustainability as well as demand corporate responsibility. We can decrease our carbon footprint and support small farmers by buying local, we can choose to shop with reusable cloth bags instead of disposable paper or plastic, and we can purchase cars from companies that invest in the production of hybrid or fuel-efficient models. The green movement has taught us that while government regulation of business plays an important role in safeguarding the environment, individual voices can indeed be heard, and they have the power to effect large-scale change.

The second cultural undercurrent contributing to the current era of social responsibility is the world economic downturn that began in the late 2000s. In the midst of high unemployment, widespread bankruptcies and foreclosures, and a tanking stock market, Americans tightened their belts and pinched their pennies. They also dove headlong into community service, and the ranks of volunteers swelled to record numbers.¹ Many of the unemployed have turned to community service work not only to help others, but also to fill their free time productively, learning new skills that might ultimately help them find employment. Even among groups not seeking employment (the employed, for example), volunteering has increased.² This is likely the result of several factors: gratitude for relative prosperity and a desire to help those less fortunate, increased sensitivity to the plight of others during difficult times, and a natural inclination to band together to overcome adversity. The economic downturn has heightened societal awareness of unmet needs and has mobilized the population to respond to those needs. And it isn't just individuals who are transformed; companies have ushered in a wave of initiatives to promote corporate social responsibility, committing to creating products and services that have marketable functions and promote shared values.

The third element critical to the genesis of this era of social responsibility is political in nature, stemming in large part from the 2008 presidential election. The Obama campaign galvanized the population, and especially young adults, not only to expect and demand change but also to become active participants in bringing about that change. Service and community action came to the forefront of national dialogue. The Obama administration reinforced the importance of civic service, helping to pass landmark legislation and create new institutions to promote and facilitate social responsibility, including the Edward M. Kennedy Serve America Act, which created four new service corps and the White House Office of Social Innovation and Civic Participation, committed to "promoting service as a solution."³ And what made this even more powerful was that it wasn't limited to one candidate or party. Former Presidents George W. Bush, Bill Clinton, George H. W. Bush, and Jimmy Carter all dedicated themselves to foundations and initiatives championing social responsibility.

The green movement's success taught us that we as individuals can make a meaningful difference, the economic downturn sensitized us to the problems around us and showed us that sustainability is integral

to progress, and the positive reinforcement from both the Oval Office and Hollywood has helped make do-gooding cool. What in the past may have been limited to so-called “bleeding hearts” is now well beyond the fad stage. It has become a deeply ingrained part of our culture.

Recognizing the educational value of social responsibility, schools have instituted leadership and service requirements and are increasingly trying to integrate social change into the curriculum. Colleges and universities are now offering courses, majors, and even entire degrees in innovation, social entrepreneurship, activism, community development, leadership, and human rights. Times have changed, and the world is responding.

Do Good Well is the authors’ response to this exciting and unprecedented era. It is our hope that by fanning the flames of idealism with a practical, readily adaptable method for social change, this book will help bridge the gap between good intention and effective action. We feel fortunate to be able to help you not only dive into the powerful movement unfolding all around us, but also participate meaningfully in its evolution and future leadership.

The Destination: Social Progress

In this new era of social responsibility, the goal is progress, not perfection. As a global community, we’ve come to realize that while world peace may be on everyone’s wish list, it’s not something we’re likely to find tied up with a bow anytime soon. Even Superman never managed to rid Metropolis of poverty or prevent global warming.

So rather than fixate on an unachievable utopia, we as a society have refocused our sights on smaller, tangible goals that in aggregate, produce substantive change. This is the same, pragmatic mind-set you’ll find in *Do Good Well*. It’s chipping away at a problem day by day, bit by bit, that drives real social progress. And all that’s needed to get started is for concerned citizens to pick up a chisel and take action. This action can be as involved as starting a company to bring clean drinking water to villages in developing countries, or as simple as choosing to buy local sustainably produced foods. Through collective efforts, individual actions are magnified, and thus through collaboration, we can reach more people, effect more change, and dream even bigger. Leadership and united action advance social progress, driving freedom, equality, and opportunity a little bit closer to the ideal.

The Vehicle: Social Innovation

One of the key vehicles for progress is social innovation—novel ideas, behaviors, methods, products, services, and organizations that either alter the way we think about the process of change-making, or themselves fulfill unmet societal needs. Best of all, social innovation can come from anyone, anywhere, at any time. All that's required is some out-of-the-box thinking and a healthy dose of determination.

Students and young adults are a primary driving force for social innovation, particularly today. We are the innovation generation. For us, the new currency is impact, and the terms of sale have changed entirely. We are not afraid to challenge norms, to ask why things are the way they are, and then dare to dream of more efficient or more equitable possibilities. Moreover, today's brand of social innovation comes in many forms, from repurposing an existing technology or finding a new application for a classic methodology, to creating a new product or process from scratch to help right social ills. Far from relying on traditional organizational structures like charities or nongovernmental organizations (NGOs) to incubate and deliver these social innovations, we've found creative ways to partner with governments or establish businesses devoted to furthering our social aims. Along the way, we've incorporated important lessons from the business world in general (and startups in particular), engineering accountability, maximizing efficiency, and emphasizing sustainability in our social ventures to better safeguard their long-term health and productivity.

Do Good Well celebrates social innovation and the entrepreneurial spirit of our time, emphasizing creativity and divergent thought. It will walk you through how to thoroughly research a given problem, and how to critically examine existing solutions to that problem. It will challenge you to think big, think differently, and think fearlessly when brainstorming new solutions. You'll also be introduced to the key business principles and tenets underlying the culture of social innovation, and how you can harness their power to bring about lasting social change.

The Fuel: You

Make no mistake about it—you are the most important part of the social progress equation. You—your inspirations, your motivations, and your convictions—are the fuel propelling your efforts toward lasting change

in your community, whether that community is local or global. Thus it's essential to have a thorough understanding of yourself, to possess a self-awareness that includes your inner drives, greatest strengths, personal pitfalls, and highest-held values. Once you have a keen understanding of yourself, you'll be best equipped to identify the problems (and opportunities) around you that would provide you with a great sense of fulfillment to work toward solving, and be well-matched to your unique talents and personality. The importance of identifying the right problem to tackle cannot be understated, as the more satisfying the task is to you and the better suited you are to the task, the greater your chance of success.

Part 1 of *Do Good Well* helps facilitate this critical pairing with chapters designed to help you better define who you are and what matters most to you, as well as the types of causes and issues you're most naturally drawn to. Numerous exercises designed to structure your thinking highlight key insights as you wind along this road of self-discovery. Part 1 also prepares you to see the possibilities in the problems you encounter, helping you adopt a mind-set that will ensure you recognize the right cause for you when it crosses your path, if it hasn't already. Finally, you'll learn how to thoroughly research all aspects of the problem you've identified and apply this research to brainstorming a comprehensive set of potential solutions.

The Journey: The Do Good Well Method

Of course, it would be fantastic if there was a single set of step-by-step instructions that could be applied to solve all the world's problems. Imagine: "Just follow steps 1–10 and you too can end world hunger, raise money for Girl Scout Troop 1062, and fix Detroit's unemployment woes ..." Unfortunately, no such universal prescription exists because real-world problems are messy and complicated and, of course, no two problems are alike. The steps necessary to solve a given problem are as unique as the problem itself.

To lead effectively and promote lasting change, you'll need to tailor your solutions to the specific challenges before you. And while a rigid set of directions won't be of much benefit, it's always good to have a general game plan, a flexible strategy that's readily applicable to a wide variety of scenarios. Part 2 of *Do Good Well* presents just such a methodology—a

novel paradigm for social progress that can be applied to any issue, from protecting the environment to advancing human rights. And while it won't anticipate every bump in the road you'll encounter, the Do Good Well method highlights the critical components of successful social innovation, ensuring your ambitious efforts to do good are effective, collaborative, and sustainable—empowering you to do good well.

The method is simple: do what works, work together, and make it last. You'll learn to implement novel, evidence-based solutions that build on the experiences of others, to leverage the power of teamwork, community, and concerted action, and to engineer sustainability into your efforts to ensure your actions are self-perpetuating. We break down these basic ideas into their key components:

Step 1: Do What Works

Design a Systemic Solution

Build on What Works

Measure, Evaluate, Improve, Repeat

Challenge What Works, Innovate, Keep What Works

Step 2: Work Together

Balance Strengthening and Starting

Cultivate Community Ownership

Foster Team Unity

Forge Partnerships

Step 3: Make It Last

Start Small, Then Scale What Works

Engineer Self-Sustainable Solutions

Integrate Social Entrepreneurship

Share What Works

It's our hope that you'll use this book to guide your actions not only as you're starting out, but also as your efforts mature and prosper. Think of it as a hands-on, do-it-yourself manual. Refer back to it frequently, and as you work through its pages and exercises, don't be afraid to write in it and bookmark important pages (or highlight them, for you e-book readers). Use the space in the margins to take notes, brainstorm, pose and answer questions. This book is your personal guide to creating meaningful change in the world, so go ahead and make it your own.

The Road Map: The Toolbox

While the Do Good Well method outlines the strategy for the social change you hope to catalyze, you'll need the nuts and bolts advice found in Part 3 to help turn your vision into a reality. Brimming with practical, detailed advice on a host of essential topics, Part 3 walks you through the process of generating and executing your idea, from naming your organization and forming partnerships, to transitioning leadership and making social responsibility a career. Included are plenty of success stories to help inspire you, as well as useful tips, examples, and exercises to help organize your ideas.

And because we feel strongly that it's not just action, but *united* action that drives social progress, we chose to work together: each chapter in Part 3 features pearls of wisdom from one or more of the country's top young leaders—experts who can speak directly to the best practices and potential pitfalls of their respective topics. We are extraordinarily lucky to have assembled such an unprecedented team of student and young adult leaders to give you the benefits of their experience: Silicon Valley's youngest venture capitalist advises you on fundraising, a Peter Thiel 20 Under 20 Fellow explains how to find a mentor, the founder of the first national youth-led anti-tobacco organization gives you a crash course on activism, and more. This collective knowledge will equip you with the tools you need to realize your dreams for a better tomorrow.

The Network: dogoodwell.org

Do Good Well provides you with the inspiration (Part 1), framework (Part 2), and tools (Part 3) to take action and lead social innovation. But you'll need something else—a community to support you, sustain your efforts, and provide you with the opportunity to pay it forward. That's where the Do Good Well Network comes in. At dogoodwell.org, you'll find a home for leadership and social innovation on the Web, with tools to help you work together and share what works. So log on, unite with fellow leaders, and join us in celebrating social responsibility as a value, mission, and lifestyle.

