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The Difference Makers

Sandra Waddock

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THE DIFFERENCE MAKERS

HOW SOCIAL AND
INSTITUTIONAL ENTREPRENEURS
CREATED THE CORPORATE
RESPONSIBILITY MOVEMENT

Sandra Waddock

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Sandra Waddock : The Difference Makers before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Difference Makers:

Tells the stories of 23 social and institutional entrepreneurs who have been instrumental in developing corporate responsibility. This book offers a history and an analysis of how CSR has emerged as a key business issue, why it has

evolved so quickly, and the visions of its thought leaders.

Have you ever wanted to get behind-the-scenes, first-hand stories of how the corporate responsibility (CR) movement emerged and most importantly, who are the people behind it? If yes, then *The Difference Makers* by Sandra Waddock is for you. In a series of interviews, the author tells the story of difference makers – visionary social and institutional entrepreneurs who developed and fostered such important initiatives as the United Nations Global Compact, the Global Reporting Initiative, Sustainable Ability, the Institute for Responsible Investment, Account Ability, the International Business Leaders Forum, Fair Labour Association and Boston College Centre for Corporate Citizenship, just to name a few. Besides giving the reader a chance to hear directly from the difference makers themselves, the book aims to address broader issues such as the concept of long-term social change and the drivers behind it as well as the role of individual in creating social movements and the vision behind these changes. To give you a full view of the creation of this social movement, the book is divided into 9 chapters, each focusing on a different aspect of CR. The difference makers, people from all walks of life, share their experience on such topics as developing sustainability reporting, assessment and analysis of corporate performance through ratings and public monitoring mechanisms as well as the origins of responsible investing and multi-stakeholder dialogue. In the last chapter, the author asks the interviewees to share their view on major obstacles to systemic change and provide insights into the corporate responsibility movement's key areas for development. Rooted in the historical context, the book highlights key developments in the emergence of corporate responsibility infrastructure by examining the motivation and inspiration of 23 outstanding difference makers. This book is recommended for those who want to get valuable insights and lessons learned from the founders of the CR movement and "connect the dots" in the journey that was the emergence of corporate responsibility. - Svetlana Skryagina, CSR International

This is a remarkable book about two dozen remarkable leaders ... You hear the Difference Makers tell their separate stories in their own words. And what fascinating stories they are! ... Waddock skillfully weaves selected passages from their accounts in chain-like fashion to reveal the early emergence of social investing, its subsequent full-blown development, the expansion into employee, consumer, and environmental issues, the creation of global standards and human rights principles to guide corporate policy, and the literal invention of networking agencies to spread the word directly to firms, governments, educators, and the public citizenry worldwide ... And this is not just dull "history" but a lively account of how these social inventors translated generalized concepts into operational systems. ... As James Walsh says in the Foreword, "Sandra Waddock is a difference maker." Author of books and articles about corporate responsibility, former editor of the *Journal of Corporate Citizenship*, a recognized world authority on business-society relationships, an indefatigable worker and colleague in the struggle for workplace human rights, and a veteran of her own early struggles as a woman to gain her well-deserved professional status, Sandra Waddock clearly is a Difference Maker extraordinaire. ... You owe it to yourself and to your students to get better acquainted with all two dozen Difference Makers. Read the full review - William C. Frederick

It's an inspiring read to see how the personal stories formed these leaders' life paths and allows the reader to identify with them. Author Sandra Waddock uses an interesting style interweaving the personal background of 23 leaders with how they came about to create their organizations and initiatives. Read the full blog entry about Jane Nelson - Business4Good Blog, 13 October 2008. - Jürgen Nagler

About the Author Sandra Waddock is Professor of Management at Boston College's Carroll School of Management and Senior Research Fellow at BC's Center for Corporate Citizenship. She holds MBA and DBA degrees from Boston University and has published over 100 articles on corporate responsibility, corporate citizenship and inter-sector collaboration in journals such as *The Academy of Management Journal*, *Academy of Management Executive*, *Strategic Management Journal*, *The Journal of Corporate Citizenship*, *Human Relations and Business and Society*. Author of *Leading Corporate Citizens* (McGraw-Hill, 2nd edn 2006), co-editor of *Unfolding Stakeholder Thinking* (Greenleaf Publishing, 2002, 2003), and *Learning to Talk* (Greenleaf Publishing, 2004), she is a founding faculty of the Leadership for Change Program, co-founder (with Stephen Lydenberg and Brad Googins) of the Institute for Responsible Investing, initiated Business Ethics 100 Best Corporate Citizens ranking with co-author Samuel Graves and editor Marjorie Kelly, and edited *The Journal of Corporate Citizenship* from 2003 to 2004. She received the 2004 Sumner Marcus Award for Distinguished Service from the Social Issues in Management Division of the Academy of Management, and the 2005 Faculty Pioneer Award for External Impact by the Aspen Institute Business in Society Program and the World Resources Institute. She has been a visiting scholar at the Harvard Kennedy School of Government (2006-2007) and University of Virginia Darden Graduate School of Business (2000).