



HOW TO MAKE MONEY AND CHANGE THE WORLD

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How to Make Money and Change the World

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INTRODUCTION

Terroni's, an Italian restaurant in downtown Toronto, serves an amazing white pear pizza and I give it credit for keeping Mimi and me talking. Mimi and I have been friends for several years and last March, our conversation swept around the fact that so many of our friends were graduating from international development, taking internships, or volunteering on the side, and that all of them were struggling to find a way to live the lifestyle that they wanted, without compromise.

No one knew the answer. We sure didn't.

We were living in the middle of it.

The next day, I had a meeting scheduled with the Walter and Duncan Gordon Foundation and although I had a proposal ready as I walked in the door, I decided to scrap it and just ask a question. It was the most exciting question on my mind and it excited them too.

I asked:

How can people my age, in their twenties and thirties, find a balance between the lifestyle they desire, the career they want and the change they want to invoke in this world? And why hasn't anyone figured this out?

And that's what this e-book is all about. We have spent the last year answering the question and figuring out exactly how people in their twenties and thirties can make money and change the world and now we

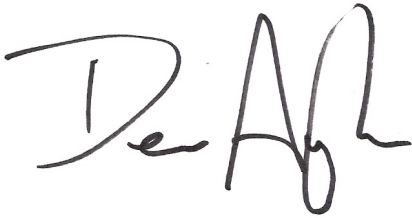
have only one purpose to share what we know with you.

Why do we want to do this?

It is simple. It is because we believe people can have it all. We believe people can change the world and we believe they can do it without compromising their happiness, their lifestyle or their passion.

It is, simply, possible.

Let's get started,

A handwritten signature in black ink, appearing to read 'Dev AuJla'. The letters are fluid and connected, with a prominent 'D' and 'A'.

DEV AUJLA

DreamNow.org

3 Important Questions

1

What does meaningful employment mean to twenty-somethings?

When asked what constituted meaningful employment, three themes emerged. People in their twenties are defining meaningful employment as work which provides them with:

- 1) A connection to the people and world they serve;
- 2) A connection to their internal values and passions;
- 3) Work which both challenges and engages them.

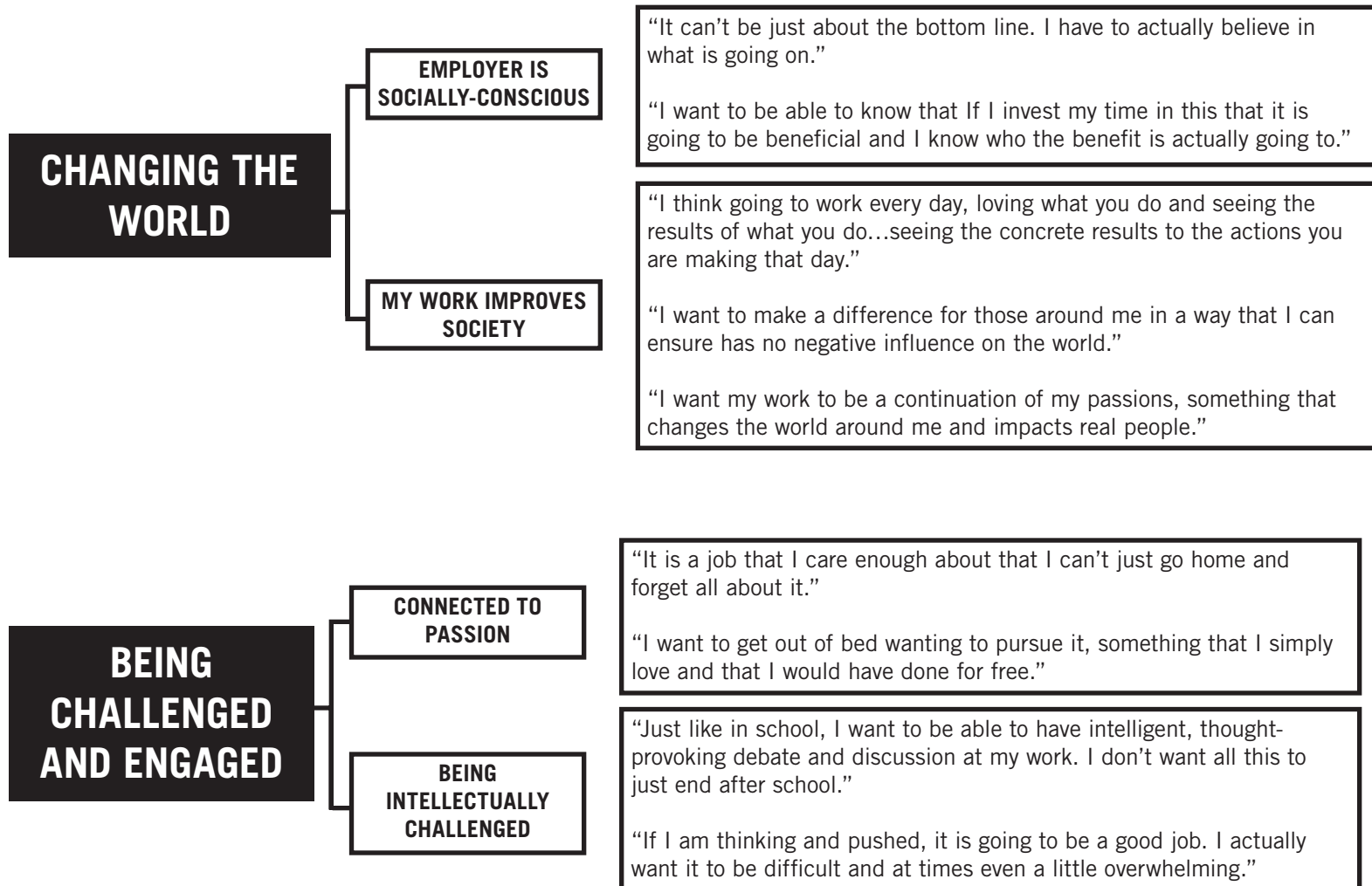
44% of interviewees stated that a meaningful career was one in which they felt valued by third parties including family, friends and the community. Although this was the case, it was evident that family and friends were more supportive of jobs that earned a higher amount of money versus those more aligned with saving the world.

The needs tree on the following page shows the breakdown of the definition of meaningful employment to twenty-somethings.

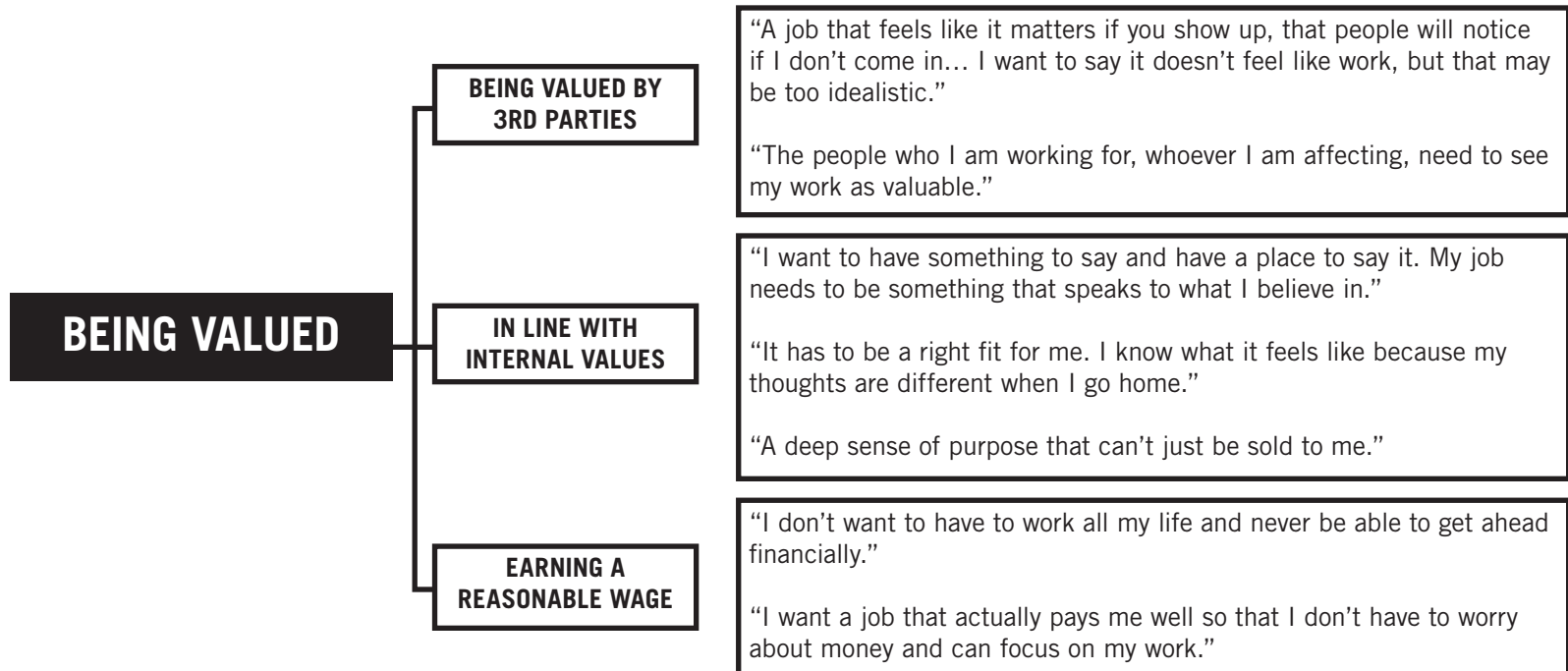
“ A job that enables me to assist other people and live out my goals: it’s a simple formula, but it is all that I want.

– Age 24

What Does Meaningful Employment Mean?



What Does Meaningful Employment Mean?



2

What barriers do people in their twenties face when finding a meaningful career?

Ninety-five percent of people who had found careers of meaning identified as having overcome or dealt with self-doubt at some time along their path. Other identified challenges included a lack of mentorship, inability to access networks of influence and a lack of time caused by financial insecurity.

Our research revealed that the resources which currently exist respond to the need for mentorship by providing access to networks of like-minded people, but do not provide the access to networks of influence which are perceived to lead to jobs. Our findings also revealed that there are markedly few resources aimed at helping young people to tackle their feelings of self-doubt.

“ I have been told to ‘grow up and get a real job’... ‘get a job that pays you’ ... ‘bill all your hours’... ‘why aren’t you billing all your hours’... you’re doing overtime; they don’t know you’re doing overtime’...But that’s just it, they are my family looking out for me and I am the one who knows where my path will lead.

– Age 26

What Barriers Do People Face?

3RD PARTY PERCEPTIONS

LACK OF EXPERIENCE AND AGE

“I found that the business world didn’t understand my viewpoint. It is as if they expected me to be a trained professional right off the bat.”

“Being young meant that I didn’t have as strong a technical background as others, even though the whole field was relatively new”

“To my mom most of my success is dependent on me making a certain salary, securing my future for me and my future family. I don’t think she really gets it, what it means to have a meaningful career, what frustrates me and why I have a hard time deciding what I want to do next.”

“It was just this frustration trying to take good advice from my parents to take a job that pays and still be honest with myself about what I could handle and what I actually wanted.”

“My parents don’t get it, but they are kind of giving up now because they have seen that I am really successful.”

FAMILY

SELF DOUBT

LACK OF DIRECTION

“I don’t know what I want to do yet so it is hard to immediately feel committed to any one path.”

“I started out wanting to go into Business, switched to Philosophy and now I am in English..”

“The challenge for me is finding the balance between what I want and where I want to go.”

FEELING STUCK

“I know myself and that I am tempted to stay in my comfort zone.”

“There are frustrating periods in life where you feel like you are not meeting your goals, not moving forward down your career path and it is hard to keep momentum.”

“My confusion can sometime lead to apathy in action and spinning my wheels in self pity.”

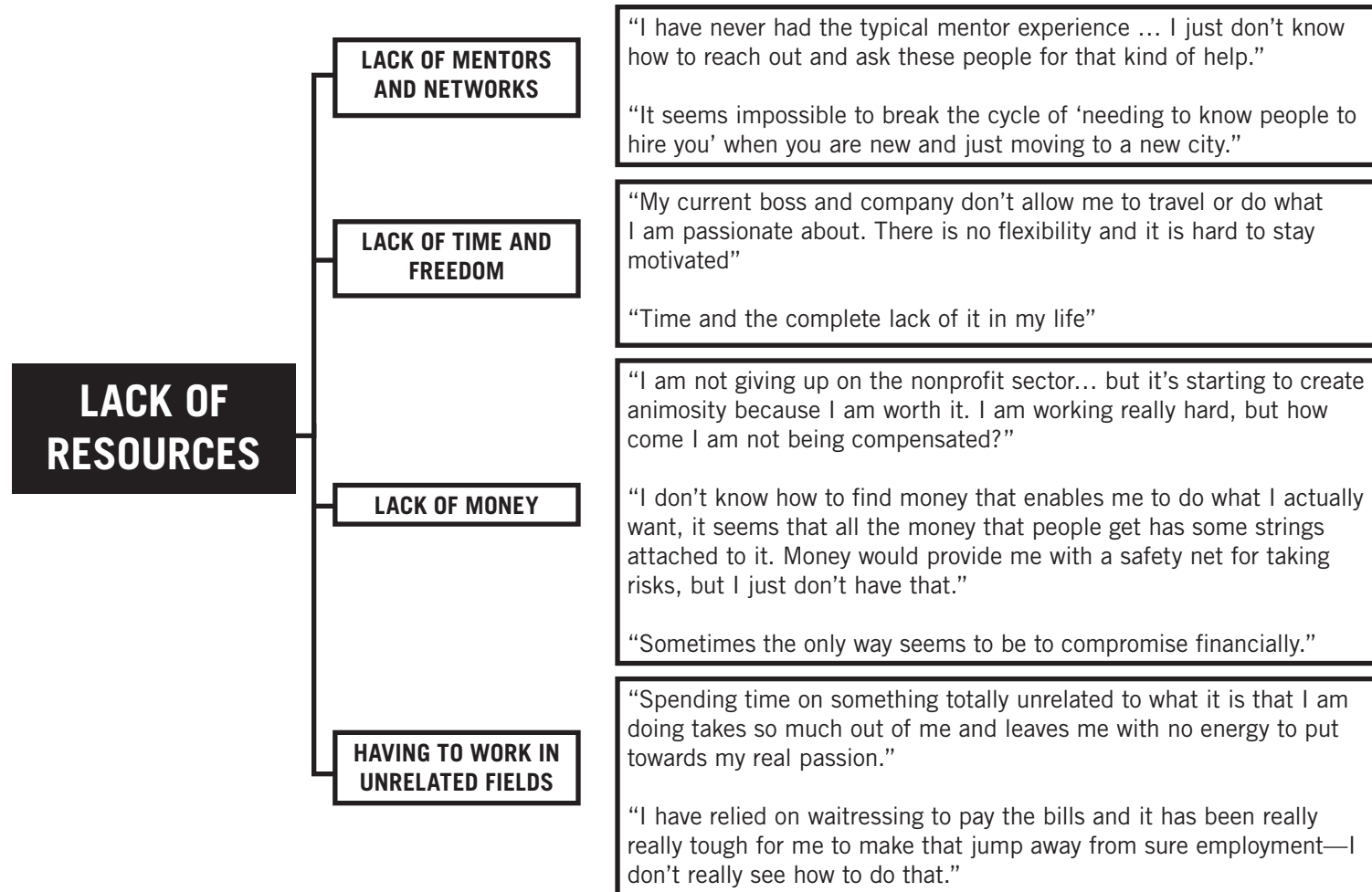
UNCERTAINTY AND SELF DOUBT

“I was sabotaging myself and stopping myself from getting what I wanted.”

“It is hard to be proud of yourself and who you are all the time.”

“I find myself constantly tempering my ideas and second guessing myself as I move forward, I’m just trying to be realistic about what I can accomplish. “

What Barriers Do People Face?



3

What do people need in order to find balance?

People in their twenties need to be taught how to access networks of influencers instead of being offered support to develop networks of peers. They also need to be taught how to create mentors for themselves versus being offered generic mentorship programs. Both of these examples represent a shift in the way that programs are being delivered to twenty-somethings presently from providing resources to fostering resourcefulness.

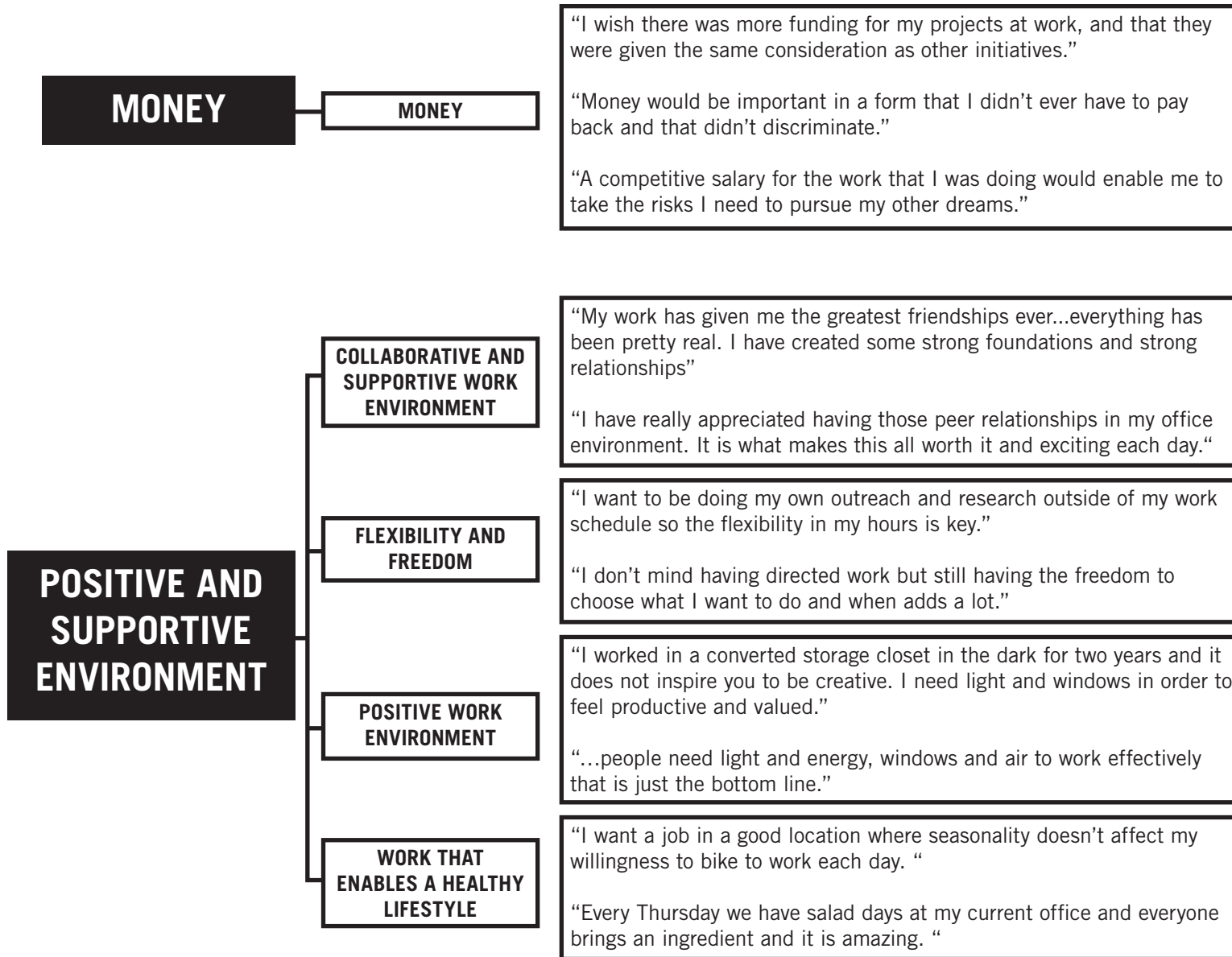
While participation in mentorship programs, co-op placements and internships in the social sector were prevalent across the surveyed audience, only in 17% of cases did these experiences lead directly into a career. Where jobs did result, success came from the networking and events that individuals attended as a result of their position, rather than the position itself.

Positive and supportive environments were also important in enabling individuals to overcome self doubt and allow them to see the possibilities that may lie within embracing a non-linear career path.

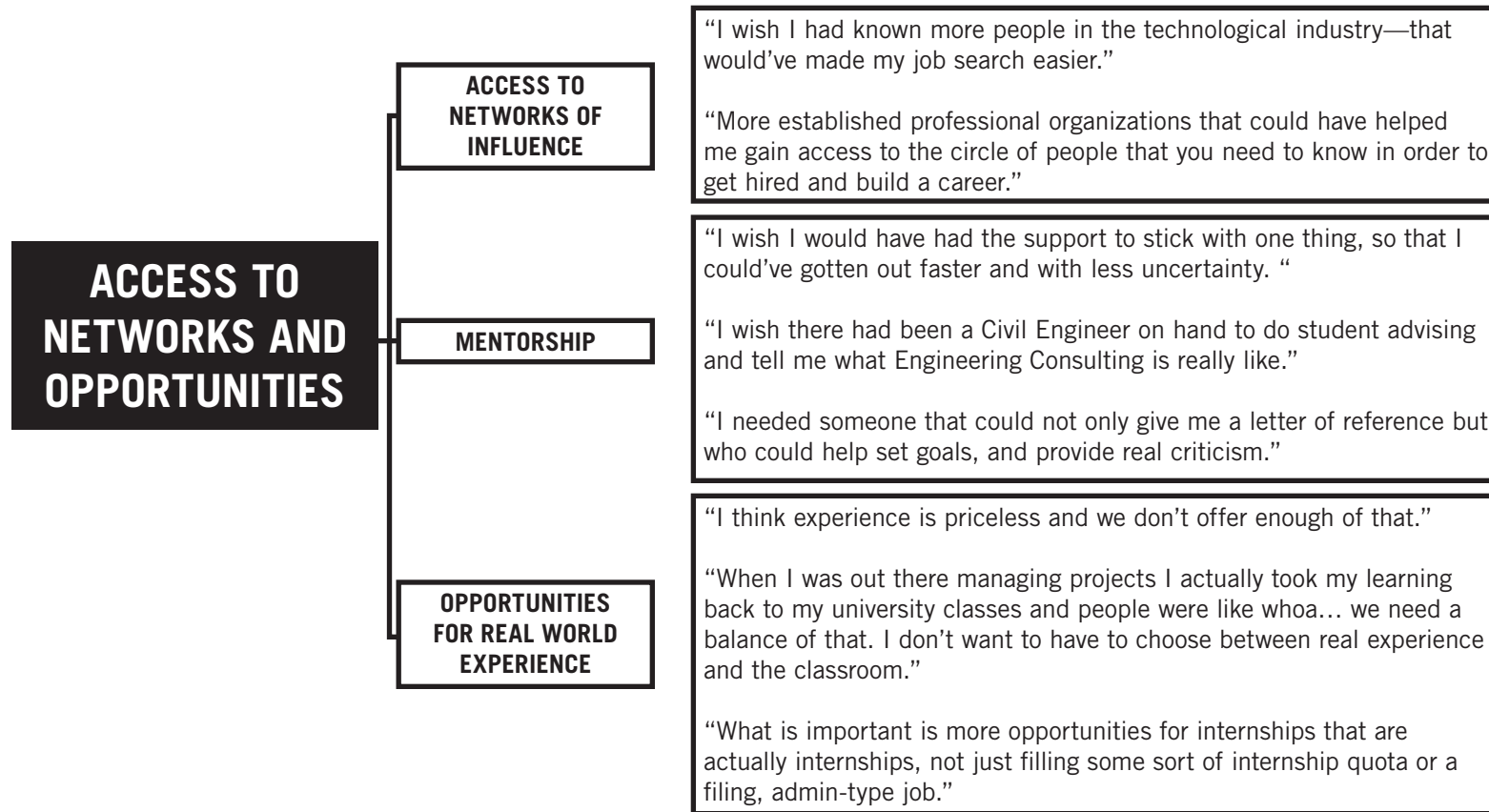
“ The challenges that we face are in accessing opportunities, building your career and developing yourself. It’s difficult in order to get that connection. And it’s all about connections; it’s all about that connection... getting yourself out there.

- Age 28

What do people need in order to balance lifestyle, career, and meaning?



What do people need in order to balance lifestyle, career, and meaning?



5 Trends and Opportunities

1

Non-Linear Career Path

It is easy to know the steps to take when one sets out to be a conventional lawyer. Undergrad degree + law school + bar exam = the life of a lawyer. When one sets out to be someone who 'makes money and changes the world', the equation becomes immediately more complicated and one's vision, sense of direction and life path can easily become unclear.

“ My generation made its money by tearing the world apart...your generation is going to make money by putting it back together.

- Age 65

Individuals who had successfully found a balance between making money and changing the world had approached the non-linear career path with a confidence or naiveté which enabled them to regard a non-linear path as stable, consistent and directed, instead of filled with risk and the unknown. They had learned to trust chance meetings, right-places, new opportunities, and unexpected mentors. These elements were actually very probable and were not 'by chance', but rather were under their control.

In fact, it was only in retrospect that many of them became aware of the non-linear path they took as the various meetings, mentors and opportunities unfolded themselves in a seemingly linear fashion. For them it was a simple progression from one step to the next. Those who had found a balance and satisfaction in their job all followed a very non-linear career path to get where they are today. There was no $A+B=C$ formula.

What was common among these diverse life paths was a set of stories that spoke to a very similar range of tools and strategies. These strategies, tools and common reactions helped individuals take risks, have confidence and envision not just their next potential job, but also changes in their visions and goals.

WHY NOW?

The job market today is dramatically different from that of twenty years ago.

According to Wilford Welch in *The Tactics of Hope*, for the first time in the last twenty years, the 'green' economy has surpassed the information technology sector as the number one recipient of venture capital dollars. This means that the next generation of companies that are going to be thought up, built and hiring are going to be companies grounded in the green economy and companies that are doing good for this world.

Universities, which are traditionally considered conservative indicators of trends, echo this shift in the economic focus. Over the course of the last ten years, universities have begun to offer international development degrees on an unprecedented scale. As well, major American institutions including New York University, Yale, Wharton, Stanford and Duke have launched Social Entrepreneurship programs.

The careers that are possible today did not exist twenty years ago and, as a result, there is a tremendous opportunity to find and create careers that make money and change the world.

2

Career Trade-Off Illusion

People in their twenties want to pursue careers that are connected to their values and do good for the world, yet they are unwilling to compromise on the amount of money they want to make.

The people we spoke to did not want to have to work for non-profits in order to do good, but they were not opposed to it if it led to a career outside the sector. People are aware of corporate social responsibility and of the growth of companies that both do good and do well. This awareness leads to knowledge that they don't have to change their lifestyle, or adjust their salary expectations in order to make a difference.

Stories of internal struggle arose when individuals were told that their unwillingness to compromise would result in disappointment. There was a clear understanding that it was possible to do both, that opportunities did exist for jobs, yet when asked to articulate next steps, individuals could only list the steps one would take for either 'doing good' or 'making money' and would struggle to envision what the steps would be for a life which includes both.

3

Providing a Space to Talk

Whether the interview took place in Edmonton at a coffee shop or on a plane departing from Toronto, interviewees continually expressed a strong sense and need to communicate, to share and to tell their story.



It's good to ask these questions of yourself, once in a while, and you don't often get the chance to.

- Age 21

The process of sharing their story was, for some, the first time that they had clearly articulated what they truly wanted out of their career. There are not enough places to share the challenges and the successes of developing a career where one feels both safe and supported. Many of the people with whom those in their twenties discussed their careers, such as teachers, family and mentors, were not supportive or did not have a grasp on the possibility that exists for the non-linear career.

The process of finding a career and dealing with these issues is something that is being faced by millions of people. There is a tremendous sense of isolation and this is only being changed within select groups of people. By creating a more open space for these kinds of dialogues to happen, there will be an opportunity to feel supported as twenty-somethings jointly face the challenges inherent in a non-linear career path.

4

Rise of Social Entrepreneurship

Social Entrepreneurship is a popular term and is well publicized, yet it remains ill-defined in practice. Different groups, issues and demographics all interpret social entrepreneurship vastly differently and claim to understand the true meaning of the term.

We decided to bypass any attempt at defining the term and accept it as a continuum of different types of initiatives and programs, which encompasses social enterprise, enterprising non-profits, green for-profits, individuals who are driven change-makers and all those who self-identify as social entrepreneurs.

Although this continuum holds endless potential, it is often referred to as a seemingly definitive answer to the question of 'how to make money and change the world'. In reality the job of 'social entrepreneur', however defined, requires an entrepreneur. This is an unsurprising, but often overlooked fact, as the people in their twenties we spoke to were consistently provided information on 'social entrepreneurs,' who were placed on pedestals and held as proof of a concept for 'making money and changing the world'. In reality, these stories, although inspirational, held very little resonance with the people with whom we spoke in relation to their own career paths. People simply did not all identify as entrepreneurs.

What did resonate were the stories of the people working within these social-entrepreneur-run organizations and companies. These were the stories of individuals who were working full time to

support, transform and build these organizations from the inside and these were the stories that weren't being shared to the same extent.

The opportunities and career possibilities are not within the stories of the social entrepreneurs but rather in the millions of people who provide the support and structure for these ideas. We were able to speak with a large number of these individuals through networks such as Social Venture Networks and the Investors Circle Conference, both of which provide a place for these companies to come together to seed and support each other.

SOCIAL ENTREPRENEUR NETWORKS

There are a number of networks and organizations which can act as great starting place if you are interested in entering the field of social entrepreneurship. Below is a list of several networks you can start with.

Social Venture Network: an organization that convenes businesses, organizations and investors around social enterprise.

Business Alliance for Local Living Economies (BALLE): a network of sustainable businesses and socially-aligned enterprises with chapters everywhere.

Net Impact: a network for students interested in using business for good.

StartingBloc: a fellowship program for university students interested in learning about Social Entrepreneurship.

JustMeans: a job search site which features jobs from within the social entrepreneurship sector.

Investors Circle: a network of investors interested in using capital to transition to a sustainable economy.

Ashoka: a fellowship for social entrepreneurs from around the world. This is a great place to find out about amazing social-entrepreneur-led organizations.

For more networks and organizations see the resources section.

5

Green Collar Jobs

At the Bioneers Conference in California, we had a chance to hear from Van Jones, who is championing a movement for Green Jobs. The idea is simple—train and employ people to take part in the growing green economy: lift individuals out of poverty while doing good.

The total green sector, which includes everything from hybrid cars to solar panels, was a 230 billion dollar segment of the US economy and it is continually growing. The question becomes: who will get the jobs to support this growing sector?

This is what Van Jones is working on as part of his campaign—Green for All. He has implemented an eco-job corps in Oakland California, where he trains youth for eco-friendly ‘green-collar jobs’. Just recently, he was instrumental in passing the Green Jobs Act of 2007 in the United States, which dedicated \$125 Million to train workers for ‘Green-Collar Jobs’.

For more information on Van Jones and Green for All visit www.greenforall.org.

Also visit www.apolloalliance.org for more information on Green Collar Jobs.

“The chief moral obligation of the 21st Century is to build a green economy that is strong enough to lift people out of poverty. Those communities that were locked out of the last century’s pollution-based economy must be locked into the new, clean and renewable economy. Our youth need green-collar jobs.

- Van Jones



(Something to Consider)

Class Privilege and Access to Networks

As is common, our research led to many other questions that simply extend beyond the breadth and depth of this one study.

In our case, we found questions surrounding the complex relationship between class privilege and access to meaningful employment emerged throughout the research process. It became clear that class privilege affected the way in which people approached their search for a job of meaning and, more succinctly, how they approached 'networking'. It was common for those lacking class privilege to view networking as synonymous with 'working for free and volunteering'. In contrast, those with class privilege viewed networking as an activity that extended beyond volunteer positions and included networking events, social networks, and receptions. It was not the unawareness of networking events, social networks and receptions that was the barrier for those lacking class privilege, but there was a dominant feeling of 'having to prove oneself as a result of race, class, position' or a sense of 'non-belonging' at these events. In contrast, class privilege provided a sense of confidence and entitlement which enabled individuals to grow their network at a heightened pace.



Having money is part of having class privilege, but you can still have class privilege without having money. It includes being able to afford professional clothing...lessons in upper class pastimes, ability to call on connections from powerful social networks, always being told... 'you can do anything'.

- Karen Pittlelman,

Author of Classified: How to Stop Hiding your Privilege and Use it for Social Change.

The feelings of exclusion that were present for those dealing with the barrier of class privilege were echoed by those who experience race as a barrier. Although we did not specifically focus on the impact of race on job hunting, the stories of those who perceived race as barrier demonstrated that it was a significant factor in reducing the confidence with which they approached networking opportunities.

The issue of class privilege, race and the access which it enables is a question that is important, yet often not included in the dialogue when creating and funding programs. Below are some questions that evolved:

- ✦ If class privilege affects access to networks, and networks provide access to jobs, should this be taught?
- ✦ How should one tackle the challenge inherent in equalizing this access?
- ✦ Should programs seek to change the nature of the networks or the individuals participating in them?

“ It’s not racism in terms of I don’t like you. It’s racism in terms of...I won’t even educate myself about you or I don’t feel like I can work with you. You feel like you are asked the question, ‘Are you qualified to be here?’ It’s like you have to prove yourself, but if you are white, you are automatically qualified.

– Age 22

PRIVILEGE & BARRIERS

Individuals who self-identified as privileged were more often able to deal with barriers related to lack of resources, including time, money and access to networks of influence. These individuals often named their primary struggle as that of overcoming 3rd party perceptions and the self-doubt that arose out of the lack of support from these third parties.

6 Steps to Making Money and Doing Good

As a result of the interviews and conversations, we have distilled six steps which people followed in pursuit of a non-linear life path. These are the six common steps and strategies which mentors, social entrepreneurs and the people working and building the organizations and companies which are changing the world have used in order to navigate their path towards making money and changing the world.



1

Start in the Middle

The people with whom we spoke could never clearly identify a beginning to their journey. In their view, all of their experiences had been on a non-linear life path and they had always been 'on their way'. Realizing this when starting out is an important step. It was important to realize that the ideas that were being pursued had evolved as a result of both time and experience.

“ I don't see myself as starting fresh. I have had these same desires for a long time; it is just now becoming clear what exactly I want.

- Age 25

Understanding that past experiences, skills and chance meetings had led them to their present state created a sense of trust, faith and stability which stems from the understanding that just as these experiences have happened in the past, they will continue to happen and they will continue to lead one towards an end goal of a fulfilling career.

Starting in the middle also meant that many of the interviewees did not know exactly what they wanted to be doing in their life when they started the six-step process. Rather than explicitly knowing, they just started pursuing the idea of the moment, committing themselves fully to this pursuit and subsequently building their network and their base of support for future ideas.

It was this base of support, which grew each time they committed themselves to a new idea, that eventually led to jobs, opportunities and being paid.

Voices from the field

Why be confident?

- ✦ It is better to start now and embrace change than to wait for the right idea because it is inevitable that a 'right' idea changes once you start.
- ✦ The more that you change your idea, the bigger the foundation of your network becomes and it is the strength of your network that results in your getting a job.
- ✦ People are attracted to people with an idea in which they believe. When you believe in something people will come to you and you will find yourself with more support than you could ever imagine.

“ Confidence... if you don't have confidence, people see through it right away. If you are even slightly hesitant people will see through it and not believe in it and not be with you.

- Age 24

Exercise

NON-LINEAR MAP

List 25 experiences, skills, chance meetings, mentors or books that have led you to this point right now. Plot them on a blank sheet of paper and connect them together expanding on each one as you go.

- How do ideas connect to each other?
- How have these ideas or experiences brought you to where you are today?
- What did you do in order to have these experiences, find these mentors or learn these skills?
- What idea did you start with and how did it change over time?
- How did your network grow through the process of changing your idea?

2

Be Your Future Self

Truly committing to an idea or interest meant that one had to become their ‘future self,’ irrespective of how they were actually paying their bills. From the point of committing to an idea, individuals assumed the identity of the person they wanted to become. If waiting tables was a job they were doing solely to pay the bills, then they no longer saw themselves as just a waiter, but rather as a green energy consultant or an international development blogger. When people asked them, “How do you make money?” they focused their response on the way they wanted to make money.

For example:

PERSON A So what are you up to in the city?

PERSON B I am a green energy consultant.

PERSON A What does that entail?

PERSON B I work with companies to ensure their offices are green and sustainable.

PERSON A How do you make money?

PERSON B All sorts of different companies hire me to come in and consult with them or they actually hire me to work within their corporate social responsibility department.

The reality for **PERSON B** may have been that the bartending job was earning them the majority of their money, but **PERSON A** now knows that if they meet any company that is hiring someone for ‘green energy’, they could refer them to **PERSON B**.

When they communicated their idea and their commitment, the language they used was very important. From the very start they were not “planning on becoming an international development blogger,” but rather they “are an international development blogger”. Many people plan to do things, but very few actually do them, so this transition from ‘planning’ to ‘doing’ gave third parties who were introduced a greater confidence in the skills and abilities of the individual.

Becoming one’s future self does not mean lying about what one is doing. The people we talked to were actually doing it. Even if ‘doing it’ meant they were at the beginning stages and had just started the process of becoming an expert, they were able to talk about their interest, idea or occupation with a confidence grounded in their well-researched knowledge.

Voices from the field

Why is this important?

- ✦ You will meet friends, mentors and people who may put you down if you identify with your current profession, but if you identify and project your future self you won’t face these comments and they won’t affect you or your career path.
- ✦ The more people who know exactly what you want to do, and how you want to get paid, the better chance you have of being referred to the person who can actually pay you the way you want.
- ✦ Everyone has taken jobs on the side at one point or another and there is no reason to feel ‘stuck’ or like you are ‘wasting time’. If you truly see yourself as your future self, then you will see these jobs as the stepping stone which will enable you the opportunity to become an expert on your own time.

3

Become an Expert

Today, it is easier than ever to become an expert on any subject matter. The kind of expert we heard about in interviews was not an expert who necessarily relied on schooling, but rather an expert who required the Internet, an openness to conversations and a commitment to both questions and time.

These experts had a knowledge of who the industry leaders were, who the major players were and where everyone came together to meet. They had become experts on issues as diverse as making guitars to managing sustainable restaurants.

They utilized different ways of learning and saw ways to learn in everything. Magazines, trade organizations, Google, arts events, TV, newspapers, people, documentaries and blogs all became essential resources which provided insights which were then applied across sectors in creative ways.

This process of becoming an expert was dramatically different than the process of becoming an expert in



I read a lot about other people, I taught myself by talking to people. I made a list of people...that are doing cool things and sometimes I would go to things and someone would strike me and I would sit back and think, ‘Why am I envious?’ or, ‘Why does that person strike me so much?’ It was because there was a part of them that I wanted to be and that’s always the case in life.

- Age 26

the academic world. The people we engaged did not necessarily have doctorate degrees, or letters behind their names, but they knew how and by whom their idea was being applied in the field. They were not worried about vetting sources, being cautious and thoroughly answering each question if they had enough information to move forward. They asked questions they didn't intend to answer, made judgments and decisions based on experiences and learned from relationships not just ideas.

These were self-made experts. These were the kinds of people one can see speaking on [ted.com](https://www.ted.com)—people we consider experts who are in fact just regular people who have questions they need to answer and who rest at nothing to learn the answer.

Exercise

TOP 75 LIST

Who are the top 75 people leading your field of choice? Make a list of them and create profiles on each person.

Ask yourself these questions:

- Where do they go?
- Where do they speak?
- What have they written?
- How do they dress, act, talk?
- What events or experiences have they had in their past?
- What are the commonalities?

BLOGS

- What are the ten most influential blogs or websites in your field?
- What are ten other influential websites in other fields that could give you insight into your field?
- Who writes them and who contributes, comments and participates in the dialogue?

YOUR COURSE PACK

Get in the habit of ripping out articles, printing off pictures, writing down quotes, anything that you find that relates to your idea. Put them all into a box and once every six months take the box, photocopy its contents and have the whole thing bound at a copy shop to create the ultimate course pack for your learning.

4

Build Your Support

As an expert, the next step was to build a strong base of support. There was a drive to build a strong network of people and of relationships regardless of how entrepreneurial the individual was. Networking looked very different depending on the individual. Strong networks were built by gregarious types with the same effectiveness as those networks built by quieter, committed individuals. Regardless of the type of person, it was clear that networking was a learned skill and not an innate gift.



A lot of my network is made up of cold calls... me phoning people up and saying... this is who I am... this is what I do and I want to talk to you about it.

- Age 24

The majority of those interviewed identified the fact that their network was built on their 'future self' and not their present reality. Their network was based on the goals and aspirations which they had for the future. This enabled people in their network to support their goals and offer advice, contacts and support that was actually relevant to their path.

Each person these people met with was viewed as someone that they could learn from- everyone was an advisor. Interviewees consistently asked questions which included: what can I learn from this person? What has their life path looked like and how have their experiences influenced it?

The process of asking questions led to more questions, more connections and more stories. It was through this questioning and keen interest that these normal relationships with interesting people were

transformed into more sustained mentorship and advisor roles. Mastering this process of creating, developing and nurturing mentors was a fundamental part of building a strong base of support.

When University institutions and structured programs stop providing that safety net, then a personal support network of strong mentors and advisors step into this role, both as educator and safety net.

Voices from the field

How do I meet people?

- ✦ Don't just go to meet the all-star in the room. Put your energy into all of the other people. There are others in the room who really have access, but aren't in the spotlight. These are the people who you want to know.
- ✦ Cold calls really work: everyone is accessible and they are usually really interested in talking about themselves. If you can get them talking about their path and really learn from it, you are well on your way.

Exercise

THE NO-ASK MEETING

The no-ask meeting is a key component of building personal networks and building a team of support. The majority of people plan on building a network when they either need money or need a job or worse, both. The key to fundraising and finding jobs is building your network when you don't need anything. This means that you have to master the "no-ask" meeting.

The no-ask meeting means that you are going in to learn not to ask for anything. It means that the meeting is more about what you have to give them (a chance to tell their story, an opportunity to help a young person, or the chance to hear an exciting new idea) than a chance for them to give you something. This is crucial as it creates the foundation for a great relationship which will eventually lead you into jobs, opportunities and success.

5 Trust Time

Building a support network takes time. Relationships take time, but it is this time that enables exciting opportunities to arise. People learned to trust that building their network and building relationships would yield results, regardless of how ephemeral and fruitless individuals saw the process as being at the beginning. As this trust grew, the level of risk that people felt they could take increased along with the clarity of their vision.

This trust also had the effect of increasing the confidence people had in approaching new people, making cold calls and pitching their idea. It was this confidence and trust that ensured that people never saw themselves as 'stuck' or as losing momentum.

“ When you first start something it takes a while in order to build momentum and you have to believe in it long enough to get that momentum going.

- Age 25

“ I had to get to know myself, my resources, my strengths and know what I have to sell. Then I had to have the patience and the knowledge to find the right venue for what I have to offer. I had a faith that the right venue would show up...and it did.

- Age 28

Voices from the field

But what am I building a network for?

- ✦ Pick an idea any idea, any field, and start building a network around that idea. It doesn't really matter what that idea is or if you are going to stick with it forever—you just need to start creating relationships with people.
- ✦ You don't need your own organization, company or a real job before you start networking. It's about conversations and relationships.
- ✦ Look at yourself as someone whose role is to connect people. Your goal should be to make as many connections as you can between people in your network. Your role is to talk to as many people, find out what they need and connect them with someone else you meet that has something to give. It is important to note in order for your network to be effective it has to come out of a place of sincerity and honest goodwill from within you.

6

Identify the Winner

Identifying who will pay you and making the jump to a job from a strong base of support was both an exciting and challenging time for the people we interviewed. As they built a strong base of support, the clarity of their vision improved and they were presented with more opportunities to be paid for their work.

“ I have learned that I have to be number one, that I have to pay myself first... it just doesn't make sense otherwise.

- Age 29

Many of the careers that people chose were not ones advertised or promoted in universities or colleges. Many of them were in emerging fields or had job titles that simply didn't exist ten years ago. As this was the case, it really was up to them to decide how their job looked, what it entailed and what they had to offer.

Interviewees learned to understand their value by talking to their mentors, their advisors and listening to what people reflected back to them as they built their support network.

Once they understood what they had to do, they then asked a simple question: who can win if I pursue my interest? Ask the following questions and this line of thinking will become clear:

- ✦ Who can make money as the result of the work that you do?
- ✦ Who can gain exposure, credibility or access to new markets as a result of your work?
- ✦ What kind of company can win if you succeed and follow your passion?
- ✦ How are people currently working in this field being paid?

A fundamental part of identifying ‘who could win’ was viewing the world from a paradigm grounded in abundance versus scarcity. The individuals we interviewed did not see the world as having limited financial resources or having a great deal of competition, but rather they viewed the world as a place where there was an abundance of opportunity. This is counter-intuitive to the dominant mindset espoused in the non-profit world, and was a significant barrier to those who lived within this perspective.

Voices from the field

How do you start valuing yourself?

- ✦ You have to start backwards. Choose your ideal salary and then decide how important the opportunity is and what other resources you can gain from the job.
- ✦ I asked mentors. I had people tell me that I was charging too little and that is when I realized that I have to value myself a great deal more.
- ✦ It was a real ‘test and guess’ process. I began with a big number and then I offered things and took things away from my service until I got to a number that we were comfortable with.

“ We cannot choose to act out of desperation –I cannot act out of a place of desperation or anxiety or lack. I must operate out of a place of abundance, a sense of moving forward of repairing and rebuilding.

- Age 23

Exercise

WINNING QUESTIONS

When beginning your search for the person who can win as a result of what you have to offer there are several questions to ask yourself which will help you clarify and discover who it is you are looking for.

Below are the first questions you should ask yourself:

Step 1

Imagine yourself with unlimited resources, working in the world creating change and getting paid for it. Think about the kinds of people that you would be affecting, the kind of changes you would be making and the kind of person that you are.

- What were you doing?
- What kind of people were you surrounded by?
- What kind of ideas did you have access to?
- What kind of resources did you picture yourself having?
- What resources were you using on a daily basis?
- What kind of companies or people have access to these resources, people and ideas?
- What kind of companies or people could make money as the result of the work that you do?
- Who could gain exposure, credibility or access to new markets as a result of your work?
- How are people who are currently working in this field being paid?

Step 2

Now draw a map of all of the different companies and people that you have identified that could potentially provide you with one or all of the resources that you need.

- How can you make these companies work together and create the change that you want to see?
- How are these groups connected?

Step 3

Now write down five companies or people that are in completely different sectors that you did not initially visualize as being involved in your industry or with your idea.

- How can these be connected to the other groups on the page and provide the same result?
- How could these groups generate value or earn money as a result of being involved in this partnership?
- How could they increase the efficiency of the work that you want to do with your career?

6 Examples and Strategies

1

Know When to Volunteer

Volunteering can take many different forms, such as volunteering at a local soup kitchen, as a web designer for a human rights organizations or as a member of the board for a fundraising gala. All of these different types of volunteering are great ways to stay involved, to stay engaged and to add meaning to a career.

When it comes to using volunteering as a tool to build a network and create opportunities for oneself, certain types of volunteer positions yield greater results than others. Interviewees consistently expressed frustration that they had used volunteering as a tool to build their network, but at the end of six months, they still could not find the opportunities or jobs they wanted. This consequence is a result of spending all of their time volunteering with a very narrow network of people who may have only consisted of other volunteers and staff.

Volunteering can certainly be used as a tool to build a network. The best results from volunteering opportunities, according to the interviewees, came from those that allowed one to meet many people, be a public representative of an organization or be on boards and committees that provided interaction with people external to the organization.

2

Find Meaning Outside of Work

Finding meaning in one's career does not only mean finding a job that unites both the desire to make money and the desire to create change. There are many ways for those in their twenties to become engaged in their communities, meet new people and make a real difference without changing their whole profession.

People in their twenties have much to offer organizations- from professional services, board involvement or simply a few hours a week helping to run programs or plan events. Some examples of volunteer and community opportunities that exist are :

- ✦ Joining a board of a non-profit or charitable organization
- ✦ Volunteering to help coordinate an event for a local organization
- ✦ Raising money or canvassing local issues with friends and colleagues
- ✦ Volunteering to help run programs that reach individuals in your community

Several programs exist to help twenty-somethings to do the above and more. Below is an example of two different organizations and groups which work in Canada to help people get involved in the communities in innovative ways.

Framework Foundation

an exciting program targeted at 20 to 35 year olds which allows individuals to earn artwork from emerging Canadian artists through the bidding of volunteer hours.

Board Match

a matching and training service for individuals interested in sitting on boards of non-profit organizations.

3

Be a Social *Intrapreneur*

There are a growing number of resources and examples of people in their twenties who are choosing to reform, develop and leverage their positions within large organizations. There is a tremendous guide produced by the Skoll foundation, IDEO, Allianz and SustainAbility which breaks down the role of becoming a social intrapreneur for individuals. The guide is thorough and provides a step-by-step analysis on how to transform major companies from the inside and how to become a Social Intrapreneur.

This guide can be found at:

www.sustainability.com/downloads_public/TheSocialIntrapreneur.pdf

Social Intrapreneur, n.

1. Someone who works inside corporations or organizations to develop and promote practical solutions to social or environmental challenges where progress is currently stalled by market failures.
2. Someone who applies the principles of social entrepreneurship inside an organization.
3. One characterized by an 'insider-outsider' mindset and approach.

- Case Foundation

4

Examples of Good Jobs

Elicia Elliott

Transit Planner, Stantec

Provides a planning perspective on traffic engineering projects such as LRT, bicycle infrastructure, and active and alternative transportation policy.

“I knew I wanted to move from a role of activism and advocacy into something more effective, more challenging, and more lasting. I worked hard to become a part of one of the biggest, best, and most influential firms and now I am able to do what I love and learn constantly.”

Lisa Torjman

Associate of Social Entrepreneurship, MaRS

Social Innovation Generation at MaRS is building an enabling environment for social innovators and entrepreneurs, providing them access to resources to help turn their ideas into positive outcomes for society.

“What I found was an opportunity, not a job—per se, but rather a position that I could help shape. I was referred to MaRS through a former employer who had a sense that an opportunity may be opening...I actively pursued it and subsequently found myself in a series of meetings, where I was asked about everything from my past work experience, to my favorite books to my thoughts on the future of cities—all of which was incorporated into my position. I still view my job as an opportunity—one that is evolving and has unlimited potential based on what I put in.”

5

Examples of Good Job Titles

From justmeans.com

WILDLIFE BIOLOGIST **EPG INC.** / CULTURAL ANTHROPOLOGIST **IDEA POD** / SENIOR RECYCLING ADVISOR **WASTE AWARE** / PRODUCT MANAGER SUSTAINABLE BRAND MARKETING **JOHNSON + JOHNSON** / RESOURCE PLANNER CITY OF VANCOUVER / GREEN PRODUCT DESIGNER **ALTERNA CORP** / ENERGY MODELER **THE GREEN ENGINEER** / SENIOR ECOLOGIST **CAMPBELL SOUP COMPANY** / OPERATIONS DIRECTOR **DIVINE CHOCOLATE** / PHOTOVOLTAIC SOLAR ARRAY **DESIGNER** / WEB COORDINATOR AND CONTENT PRODUCER **ECO ENTERPRISE** / PUBLIC RELATIONS ACCOUNT MANAGER **ETHOS MARKETING** / WILDERNESS INSTRUCTORS /INTERACTION DESIGNER **NOKIA DEVELOPING WORLD** / JOURNALISTIC WEB-EDITOR **COPENHAGEN CLIMATE COUNCIL** / ENVIRONMENTAL ANALYST **SAIC** / DESIGNER FOR GREEN ARCHITECTURE FIRM / PARTNERSHIP MANAGER **BBC CHILDREN IN NEED** / ENERGY ENGINEER **GREENSHAPE** / GREEN BUILDING COORDINATOR /BUSINESS DEVELOPMENT ANALYST **BROOKLYN CENTER** / FUND ACCOUNTANT **SOLAR CITY** / EVENTS MARKETING **CLEAN TECH VENTURE NETWORK** / FIELD ORGANIZER **1SKY** / PROJECT ENGINEER **SUN EDISON** / JUNIOR DESIGNER **STEINBERG ARCHITECTS** / PROGRAM COORDINATOR **ENVIRONMENTAL STUDIES PROGRAM** / GRAPHIC DESIGNER **CLIPPER WINDPOWER** / INTERNET DIRECTOR **ENERGY ACTION COALITION** / PROJECT DEVELOPER **ACCIONA ENERGY** / NETWORKING DEVELOPMENT OFFICER **MERCI** / CLIMATE ADVOCATE **UNION OF CONCERNED SCIENTISTS** / PUBLIC RELATIONS ACCOUNT MANAGER **ETHOS MARKETING** / FUNDRAISING ASSOCIATE **SOCIAL ACCOUNTABILITY INTERNATIONAL**

6

Where to Find *Good Jobs*

In order to find the good jobs you need to do two things: first check the basic job listing sites that we have identified below. Second, create your own list of companies that are working in your specific field of interest and become proactive in developing a relationship with them. Remember the best time to build a relationship with people is before you need a job—so get started right now. The search does not end with companies' employment pages, but begins with finding a contact within the company and building a relationship based on your 'future self'.

The following sites are great places to start looking for job postings, opportunities and internships:

International Development

The following sites offer jobs in the International Development field.

- www.reliefweb.int
- jobs.un.org
- www.oneworld.net/jobs

Green Jobs

The following sites offer job listings for environmentally-focused careers.

- www.ecojobs.com
- www.ecoemploy.com
- www.greenjobs.com
- www.envirolink.org
- www.sustainablebusiness.com/jobs
- jobs.treehugger.com
- jobs.greenbiz.com
- www.greenenergyjobs.com
- www.monstertrak.monster.com/greencareers/
- environmentalcareer.com

Good Work

The following sites offer general listings for jobs that do good.

- www.justmeans.com
- www.idealists.org
- www.goodworkcanada.ca
- www.cgcareers.org
- www.charityvillage.com
- www.netimpact.org
for members only
- www.bsr.org
- jobs.care2.com
- jobs.grist.org
- www.nonprofitjobmarket.org
- acre-resources.co.uk/csr-and-sustainability-jobs.php

Conclusion

The conversations from which this e-book was drawn were filled with the debate about if and when compromise was necessary in developing careers that combine social contribution, personal meaning and financial security. We've been left with a resonating sense of hope, of possibility and of an understanding that compromise is not necessary.

There is a comfort and a confidence which comes from knowing that others have and are facing the same barriers, having the same conversations and sharing in similar successes. It is this comfort and confidence that we offer you.

It is your turn now.

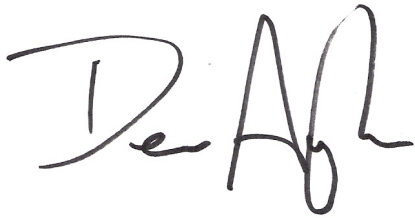
We have seen that it is possible. We have had the conversations, heard the stories and understood the challenges that are faced when taking a different path. It is not always easy and it is not always clear, but I can tell you that it is worth it.

When you ignore that feeling or desire to do good, when you put it aside for a few months or for a few years, you run a great risk. You run the risk of getting comfortable, of settling and of learning a way of being that is not in line with that instinct you once had...and that is the compromise.

Before you put this e-book down, make a decision. Regardless of how ready you feel or how clear your direction may be, make a decision to take the risk and live a non-linear life.

In doing this you are joining thousands of people across this country and it is this movement that makes today a time of possibility, a time of excitement and a time of incredible adventure for those in their twenties and thirties.

It is possible.

A handwritten signature in black ink, appearing to read "Dev Aujla". The signature is fluid and cursive, with the first letter of each name being significantly larger and more stylized than the others.

Dev Aujla and the DreamNow Team

Resources

Organizations and Networks

ACCION

www.accion.org

ACCION is a major player in the micro-credit industry.

Acumen Fund

www.acumenfund.org

A fund which brings both business 'acumen' and money to businesses that tackle poverty

Aid to Artisans

www.aidtoartisans.org

Provides assistance and a market path to indigenous and marginalized artists.

Ashoka

www.ashoka.org

A network and fellowship given to top social entrepreneurs around the world. It is a great place to find out about amazing organizations.

AVINA

www.avina.net

Avina acts as a hub for sustainable development work in South America

Bali Institute

www.baliinstitute.org

A conference venue that hosts a number of social enterprise related conferences.

BALLE

www.livingeconomies.org

A network featuring local sustainable businesses around North America. A great place to network.

Benetech

www.benetech.org

A company that develops new technology that is focused on social good

Beyond Gray Pinstripes

www.beyondgraypinstripes.org

A ranking of primarily American universities based on social indicators

BRAC

www.brac.net

They are one of the bigger development organizations working in the social space

Center for Social Innovation

www.socialinnovation.ca

A collaborative working space in Toronto, Canada that also acts as a hub for social good.

Ceres

www.ceres.org

Largest coalition of investors, environmental and public interest organizations in North America

Civic Ventures

www.civicventures.org

They run programs targeted at getting baby boomers and older involved in social entrepreneurship

Clinton Global Initiative

www.clintonglobalinitiative.org

Bill Clinton's organizations that is focused on making pledges for social good

Consultative Group to Assist the Poor

www.cgap.org

A source of information on micro-finance.

Draper Richards Foundation for Social Entrepreneurship

www.draperrichards.org

An award of \$100,000 for three years for start-up organizations

Echoing Green

www.echoinggreen.org

A fellowship and award for new social enterprises

Encore

www.encore.org

A network for baby boomers that want to make money and change the world

Enterprising Non Profits

www.enterprisingnonprofits.ca

A Canadian-based granting program for non profits looking to start social enterprises

Future Shifters

futureshifter.ning.com

The online social network which is a hub for youth international social entrepreneurs

Global Goods Partners

www.globalgoodspartners.org

They help create markets for community-based organizations around the world

Idealist

www.idealists.org

The one stop shop for all things volunteer and 'good'

Investors Circle

www.investorscircle.net

A network of investors committed to doing good through business

Kiva

www.kiva.org

A micro-credit model that allows you to be the one who loans the money

MARS Social Innovation Generation

www.marsdd.com

A think-tank/incubator of Canadian social enterprise and technology sectors

Net Impact

www.netimpact.org

The largest university student social entrepreneurship network

New Profit

www.newprofit.com

They help social entrepreneurs grow through both investment and training

Omidyar

www.omidyar.net

Provides grants and investments to social entrepreneurs

Participant Productions

www.participantproductions.com

A film company with a social mindset

Resource Generation

www.resourcegeneration.org

An organization that helps young people with privilege create social change

Schwab Foundation for Social Entrepreneurship

www.schwabfound.org

One of the larger social entrepreneur focused foundations/resource centers

Silicon Valley Microfinance Network

svmn.net

An organization focused on educating and networking around the idea of micro-finance

Skoll Foundation

www.skollfoundation.org

Another one of the big social-entrepreneur foundations, which invest directly in the entrepreneurs themselves

Social Edge

www.socialedge.org

The online home for many blogs on social entrepreneurship

Social Enterprise Alliance

www.se-alliance.org

A networking based organization focused on helping non profits build income streams

Social Venture Networks

www.svn.org

A convener of major non profits and businesses committed to social good

Students for the Advancement of Global Entrepreneurship

www.sageglobal.org

An international high-school based social entrepreneurship program

TakingITGlobal

www.tigweb.org

A social network for young and emerging social entrepreneurs.

The Elders

www.theelders.org

A union of world leaders funded by Richard Branson that are tackling hard problems.

The Institute for Social Entrepreneurs

www.socialent.org

A great resource for the essentials of social entrepreneurship

The National Center for Social Entrepreneurs

www.missionmoneymatters.org

Helps non profits find a way to be financially self-sufficient

University Network

www.universitynetwork.org

Promotes Social Entrepreneurship within the academic sphere.

Youth Social Enterprise Initiative

www.ysei.org

A convening place for young international social entrepreneurs based out of Malaysia

Youth Venture

www.youthventure.org

Ashoka's youth social entrepreneurship program

Yes World

www.yesworld.org

An organization dedicated to developing the personal capacity of young leaders and social entrepreneurs

Universities

Bainbridge Graduate Institute in Sustainable Business

www.bgieu.edu

Columbia Social Enterprise Program

www4.gsb.columbia.edu/socialenterprise

Duke University's Center for the Advancement of Social Entrepreneurship

www.fuqua.duke.edu

Haas School of Business at UNC Berkely

www.haas.berkeley.edu

NYU Catherine B. Reynolds Program for Social Entrepreneurship

www.cbrf.org

Oxford University's Skoll Center for Social Entrepreneurship

www.sbs.ox.ac.uk/skoll

Presido Business School in Sustainable Management

www.presidiomba.org

Stanford University's Social Innovation and Entrepreneurship Program

www.gsb.stanford.edu/csi/

University of North Carolina at Chapel Hill - Center for Social Enterprise

www.cse.unc.edu

Books and Reports

Values-Driven Business: How to Change the World, Make Money, and Have Fun

Ben Cohen and Mal Warwick

The Company We Keep

John Abrams

Social Entrepreneurship: New Models of Sustainable Social Change

Alix Nicholls

Business As Unusual: My Entrepreneurial Journey, Profits With Principles

Anita Roddick

Giving: How Each of Us Can Change the World

Bill Clinton

How to Change the World: Social Entrepreneurs and the Power of New Ideas

David Bornstein

Stirring It Up: How to Make Money and Save the World

Gary Hirshberg

Teenage Liberation Handbook

Grace Llewellyn

Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofit

J. Gregory Dees, Jed Emerson, and Peter Economy

Enterprising Nonprofits: A Toolkit for Social Entrepreneurs

J. Gregory Dees, Jed Emerson, and Peter Economy

Entrepreneurship in the Social Sector

Jane Wei-Skillern, James Austing, Herman Leonard and Howard Stevenson

Secrets of the Young and Successful

Jennifer Kucshell and Scott Kauffman

The Power of Unreasonable People: How Social Entrepreneurs Create Markets that Change the World

John Elkington and Pamela Hartigan

We Are The New Radicals

Julia Moulden

Classified: How to Stop Hiding Your Privilege and Use It For Social Change

Karen Pittelman and Resource Generation

Creating a World without Poverty

Muhammad Yunus

Millennials Rising: The Next Great Generation

Neil Howe

The Ecology of Commerce

Paul Hawken

Blessed Unrest

Paul Hawken

Mid-Course Correction

Ray Anderson

Start Up and Change the World: Guide for Young Social Entrepreneurs

S. Dev Appanag and Sunit Shrestha

The Soul of a Business

Tom Chappell

The Tactics of Hope: How Social Entrepreneurs are Changing the World

Wilford Welch

The Soul of Capitalism

William Greider

Cradle to Cradle: Remaking the Way We Make Things

William McDonough and Michael Braungart

Magazines

Entrepreneur Magazine

www.entrepreneur.com

A general entrepreneur focused magazine with occasional articles on social entrepreneurship

Fast Company

www.fastcompany.com

A social entrepreneur friendly magazine with lots of leading coverage

Good

www.goodmagazine.com

A great magazine about all things good for the world based out of LA

ODE

www.odemagazine.com

A social entrepreneur lifestyle magazine

Stanford Social Innovation Review

www.ssireview.org

The definitive source for the latest in social enterprise developments

Alliance Magazine

www.alliancemagazine.org

A magazine focused on philanthropy and social investments

Corporate Knights

www.corporateknights.ca

A Canadian magazine on corporate social responsibility

Social Enterprise Reporter

www.sereporter.com

An online magazine with the latest in social enterprise news

Talks and Articles

A Capitalist Jolt for Charity

Steve Lohr

www.nytimes.com/2008/02/24/business/24social.html

A survey article about enterprising non profits

First Jobs: The Best Place to Launch a Career

Moira Herbs

www.businessweek.com/careers/content/oct2006/ca20061024_864787.htm

An article about doing what you love and doing good

Making a Profit While Helping the Poor

Kristi Heim

<http://community.seattletimes.nwsourc.com/archive/?date=20070429&slug=philanthropy29>

A story about micro-finance for profit

Now the good news

Keith Hammonds

www.fastcompany.com/magazine/121/now-the-good-news.html

A summary of the social venture capital market 61

Realistic Idealists

Alex Williams

www.nytimes.com/2005/09/11/fashion/sundaystyles/11service.html

An article explaining the movement of generation Y doing good for the world

Skills, Networks and Knowledge: Developing a Career in International Peace and Conflict Resolution

Alliance for Conflict Transformation

www.reliefweb.int/rw/lib.nsf/db900SID/OCHA-6KJ49E?OpenDocument

TED

www.ted.com

A great site with the worlds leading thinkers giving 20 minute talks

The Social Intrapreneur

CASE Foundation

www.sustainability.com/downloads_public/TheSocialIntrapreneur.pdf

A great paper explaining the movement for Social Intrapreneurs

Web 2.0 and Millennials

Allison Fine

www.socialcitizens.org/paper

A paper about web 2.0 and social change

Wholesome Investing

Joanna Glasner

http://goodcap.net/resources/Venture_Capital_Journal_july108.pdf

A great summary of the social investment space

Conferences

- * Indicates a conference with an emerging leaders component

Aspen Ideas Festival

www.aifestival.org

A festival of world leaders and social visionaries together for a week

Bioneers *

www.bioneers.org

A large environmental conference with both funders and doers

Global Knowledge Partnership *

www.globalknowledge.org

Technology and international development conference in Malaysia

International Aids Conference *

www.aids2008.org

The largest AIDS/HIV conference globally

Investors Circle Conferences

www.investorscircle.net

Gatherings of social investors

MaRS Social Entrepreneurship Forum

www.marsdd.com/

socialentrepreneurshipsummit

Gathering of Canadians involved in the social entrepreneurship movement

National Conference on Volunteering and Service

www.volunteeringandservice.org

A large gathering of those involved in the non-profit and volunteer sector

Social Venture Network Conferences

www.svn.org

The conference series related to the Social Venture Network.

SVN Hollyhock Conference

www.hollyhock.ca

A premier conference for the who's who of Canadian social entrepreneurship

Tallberg *

www.tallbergfoundation.org

A premier global conference bringing world leaders and social visionaries together

TED Conference

www.ted.com

Technology. Entertainment. Design. See ted .com for an idea of the speakers

Web of Change Conference

www.webofchange.com

A conference bringing socially-minded tech people together for a week

World Congress on Information Technology *

www.wcit2008.org

A large international development + technology conference

The Forum of Young Global Leaders *

www.weforum.org/en/Communities/Young%20Global%20Leaders/

The 'young leader' program of the world economic forum

World Urban Forum *

www.wuf3-fum3.ca

A UN conference focused on dealing with rapid urbanization

Youth-focused Conferences

Youth Assembly @ the UN

www.un.org/youth/

A youth conference bringing 80 + countries together in NYC

Oxfam IYP

iyp.oxfam.org

A conference that develops young leaders who are working on social change projects

UNEP Tunza

www.unep.org/Tunza/

The UN Environment's youth program which holds bi-annual conferences

World Youth Congress

www.wyc2008.qc.ca

A large social change conference with 120+ countries represented

Youth Employment Summit

www.yesweb.org

Another global youth conference loosely focused on employment issues

Social Investors

Capital Missions

www.capitalmissions.com

CEI Ventures

www.ceiventures.com

Commons Capital

www.commonscapital.com

GoodCap

www.goodcap.net

Gray Ghost Ventures

www.grayghostfund.com

Micro Credit Enterprises

www.mcenterprises.org

New Cycle Capital

www.newcyclecapital.com

New Schools Venture Fund

www.newschools.org

Renewal Partners

www.renewalpartners.com

SJF Ventures

www.sjffund.com

Social Capital Partners

www.socialcapitalpartners.ca

Social Investment Fourm

www.socialinvest.org

TBL Capital

www.tblcapital.com

Underdog Ventures

www.underdogventures.com

Investor Directories

Clean Energy Investors Directory

www.nrel.gov/technologytransfer/entrepreneurs/directory.html

RISE Project Double Bottom Line Investor Directory

www.riseproject.org/cgi-bin/rise_build_search.pl

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