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STANFORD SOCIAL INNOVATION *review*

Notable Books

Third Sector Development: Making Up for the Market
By Christopher Gunn

**Random Family: Love, Drugs, Trouble,
and Coming of Age in the Bronx**
By Adrian Nicole LeBlanc

**What Matters Most: How a small group of
pioneers is teaching social responsibility to big
business, and why big business is listening**
By Jeffrey Hollender and Stephen Fenichell

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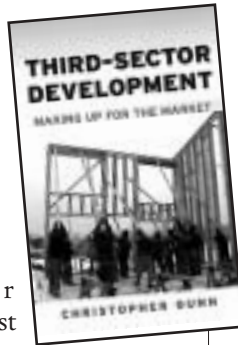
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THIRD-SECTOR DEVELOPMENT: Making Up for the Market

Christopher Gunn

Paperback: 224 pages, ILR Press (2004), \$18.95



Christopher Gunn's latest book is a plea for a new recognition of the stepchild of the U.S. economy: the fast-growing non-profit sector. Clearly frustrated with public perceptions of what he calls the "third sector," Gunn, an economics professor at Hobart and William Smith Colleges in upstate New York, provides a series of compelling examples of non-business, nongovernmental success in strengthening local economies – and why such efforts are needed in a resource-rich country.

Gunn spends little time on what he sees as the traditional focus of nonprofit thinking: service and education charities. Instead, he asks the reader to think about the economically productive organizations that serve a social good with an economic logic: credit unions, cooperatives, universities, and social enterprises. "Third-Sector Development" proves to be a useful overview of new trends in social and economic progress.

These sorts of models are a rising force in our economy with the potential to facilitate substantial social good. Gunn's readers likely already know about these new kinds of institutions. However, aside from its lack of new inspiration, Gunn provides this innovative community with a useful road map of itself – a road map that, with luck, will be used by the first and second sectors as well. –Jacob Harold

RANDOM FAMILY: Love, Drugs, Trouble, and Coming of Age in the Bronx

Adrian Nicole LeBlanc

Paperback: 432 pages, Scribner (2004), \$14

Adrian Nicole LeBlanc spent 11 years tracing the lives of two families as they dealt with the realities of existence in a New York ghetto. The result is an unforgettable book that immerses the reader in a world of poverty, drug deals, broken families, and the devastating effects of nearly every kind of physical and emotional abuse. Through her young subjects, the author describes the desperation that leads to lives of crime and drugs, and shows how teenage girls looking for love end up struggling to regain their childhoods while dealing with the responsibilities of raising children.

I was surprised by the hope shown by the women in the book, and their dogged belief that things would be better; that "this time" the father would stick around to support a new baby or to care for the mother's other children. "Random Family" speaks to their resilience, but also to the devastating cycles of poverty and pain. LeBlanc doesn't advocate a solution, but makes an enormous contribution by showing just how ineffective current "solutions" are.

–Anitra Lynn Waller



WHAT MATTERS MOST: how a small group of pioneers is teaching social responsibility to big business, and why big business is listening

Jeffrey Hollender and Stephen Fenichell

Hardcover: 317 pages, Basic Books (2004), \$26.00



As president of Seventh Generation, purveyors of phosphate-free detergent and other non-toxic household goods, Jeffrey Hollender was one of the first American business executives to promote corporate social responsibility as anything other than a response to a toxic tort lawsuit or a run of regrettable public relations. In "What Matters Most," Hollender and co-author Stephen Fenichell offer a fascinating inside view of the push to compel businesses to adopt environmentally friendly, nonexploitative policies.

A true believer, Hollender sees in the recent corporate scandals "a chance to redefine the role of the corporation in society." Adoption of socially responsible practices, he writes, is "not a public relations ploy, a new financial model, or the next management and leadership trend, but a broad social movement, centered in the corporation much as the antiwar movement of the 1960s was centered on college campuses." This may be true. But in recounting the efforts of nonprofits to compel corporations to behave more responsibly, Hollender acknowledges a varying degree of compliance – and insists that, despite free market forces, some government regulation is still necessary. The book is even printed on chlorine-free paper.

–Sheila Kaplan