

# IMPACT



→ Executives in Residence impact in numbers...

**70** SENIOR LEADERS  
Since 2011

**57** FELLOWS ENGAGED

**23** ACROSS COUNTRIES

**1,300+**  
DAYS

**≈ \$450,000**  
WORTH OF PRO-BONO CONSULTING

→ What participants say...

**95%**

OF FELLOW HOSTS said EIR helped dramatically speed up the completion of a critical project for their organization

**100%**  
OF SR. LEADERS

Say its valuable or highly valuable

**100%**  
OF SR. LEADERS

Would recommend it

**86%**  
OF SR. LEADERS

Say it increased their level of empathy

**94%**  
OF SR. LEADERS

Say it improved their listening & communication skills

**96%**  
OF SR. LEADERS

Say its superior to other development opportunities

**100%**  
OF SR. LEADERS

Say they learnt to turn innovative ideas into business results

**93%**  
OF SR. LEADERS

Say it changed assumptions of own and others

**100%**  
OF SR. LEADERS

Say it made them more receptive to new ideas

# LEARNINGS

→ Executives in Residence first hand learnings....

## STRATEGIC IMPACT

→ *Gain transferrable business insights...*



“There are connections that are made, not only people connections, but connections that drive innovation.” *Maureen*

“I had the opportunity to really dig deeper and gain insight into emerging models... I experienced, first hand, the impact of social entrepreneurship and how utilizing this knowledge re-shapes engagement within the global health ecosystem” *Mohamed*



“Patients Know Best (PKB)’s model offers an innovative solution to a common challenge in the healthcare industry. My Company’s UK team met with PKB to learn more about their organization and the potential for partnerships and collaborations.” *Joseph*



“Anyone participating in an EIR placement will have his or her eyes constantly opened to new opportunities. How one chooses to respond to those opportunities could have an extensive ripple effect” *Daniel*



“Aside from giving me confidence that I can have an impact on a different type of business, and the benefits of gaining an integrated view of mission, strategy and execution, the undertaking exposed me to a small company for which operating efficiently is key to survival. Those lessons can be valuable for what I contribute at my company.” *Emmanuel*

*...with a global perspective and awareness*

“The biggest thing is my team understands that our sphere of influence is broader than we think. I hope to continue to drive my team to think beyond the immediate situation.”

“This experience... provided me a more global awareness. I now recognize that I also have a global responsibility that is more than just local it’s global.” *Michelle*

## → Place the customer at heart...

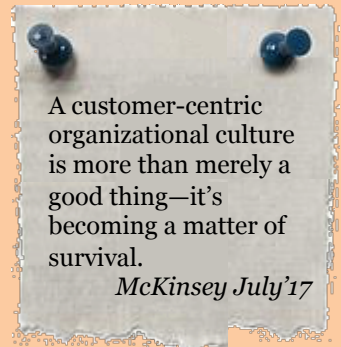


“Empathy, realizing what others have (or don’t have) and the realities of the world they see and live in. This provided **better insight to my Company’s customers**, and how important our service is to them, which makes it even more important that we **provide simple, reliable products.**” *Terry*



Now that I’m back in my role at [my Company], having had this experience I can offer business solutions that **focus on the needs of our clients**” *Talitha*

“My biggest takeaway from my experience was **how well they knew, and catered to their customer**” *Richard*



## enhance organization loyalty...



“This experience has **made me more loyal** to [my Company] because it demonstrated how much it cares about and invests in improving and innovating global healthcare...The experience gave me insight into how start-ups like Patients Know Best are working hard to create solutions to problems in healthcare that exist not only in UK but around the world.” *Joseph*

## ...and increase home-team performance

“The whole experience was **an empowerment for the team**...the biggest learning was to learn to trust yourself.” *Team member*

“We had to start making decisions ourselves. You had to question, do I need to ask? It’s been great, **I was able to take things on.**” *Team member*

“We felt like we were adding something and supporting his initiative, even though we weren’t actually doing it...What he brought was an area of entrepreneurship back to the company.” *Team member*

“My team delivered beyond my expectations. **Their capabilities proved that they can do more in this organization**— that is something I discovered, and I want to build more chances for them to show up more globally in our organization.” *Roger*



# CHANGEMAKING TALENT

“I changed not just as an executive, but as a person” Maureen  
“The entire experience was life altering and professionally fulfilling” Bill

## → Empower leaders to be drivers of change...



“Developing the plan and meeting wonderful and courageous people at Reinserta has empowered me to make a positive change, big or small, back at home” *Carolina*



“I have much deeper understanding and equipment to be more entrepreneurial and intrapreneurial. I’m braver to make change and be a change leader in the company.” *Roger*



“The experience empowers people to realize the skills they don’t use all the time.” *Cindy*

Kristen played a key role in developing [the Company’s] new NGO system, drawing on her insight and experience working alongside social entrepreneurs to ensure the system was designed in a way that effectively addressed needs faced by customers. *Kristen*



“After my experience... I moved to a new more strategic area [that] will allow me to accelerate growth and combine what’s happening in the real markets with the corporate side. I don’t have any doubt that the EIR program helped me realize that I have the skills for this new role, and also discover myself by doing it.” *Juan*



Leaders must be nimble “tri-sector athletes,” to borrow a phrase from Harvard political scientist Joseph Nye: able to engage and collaborate across the private, public, and social sectors.

...As organizations grow larger and more complex, leaders must work harder to stay in touch with the front line and view themselves as “chief reality testers.”

*McKinsey Quarterly, June 2012 “Leading in the 21<sup>st</sup> Century”*

## ...and to seek change in others

“The EIR experience showed me what someone needs to be changemaker, and these are the attributes I’ll seek when hiring and reinforce when coaching.”

“In 12 year old fashion, she posted it on social media with a comment saying, “My mom was helping kids who are much less fortunate than me.” In that moment I thought, “Wow, she got it.”

“I will now be thinking: When you’re uncomfortable, how can you still be a source of positive change? Be a catalyst for change, don’t just react to it.” *Michelle*

“Moving forward, I will support my daughter to become a changemaker in our family, in her school, and in our local community.” *Michelle*

## → Develop their leadership skills - EIRs become more agile, adaptive, practical, accountable, entrepreneurial)...

“Many of us, as executives in large organizations, sometimes forget how to be entrepreneurial. So it’s very good grounding to go back and work with small to medium-sized enterprises led by passionate individuals who are willing to make positive social impact, while still making a profitable, sustainable venture.” Declan



“This experience empowered me with total autonomy and yet held me to a higher standard of accountability. It tested my adaptability to dynamic environments. It motivated me to work with a fast and focused execution mindset and improvise when confronted with challenging obstacles requiring risk/benefit decision-making” Bill

“I was endlessly impressed with how the team had to address issues in a creative but urgent sort of way. Upon my return I spent more time looking for agile solutions, particularly with regards to issues that would otherwise affect our customer’s experience.” Richard

“Being put in different tasks and challenges helped me to develop my complete range of skills: starting from technical skills up to learning about the different motivation drivers.” Nicole

“Constraints enable new, faster, and pragmatic methodologies and processes. The project really stretched me professionally; I needed to ensure every concept was made practical without compromising on the learning or the outcome. It has really helped me challenge our existing training methodologies and look for faster, more practical ways to deliver content and ensure application of skills.” Jolene

After this experience, I will now be thinking: How can I do more with less? How do you look at things through a different lens, do things differently? Michelle

## ...With empathic leadership at heart

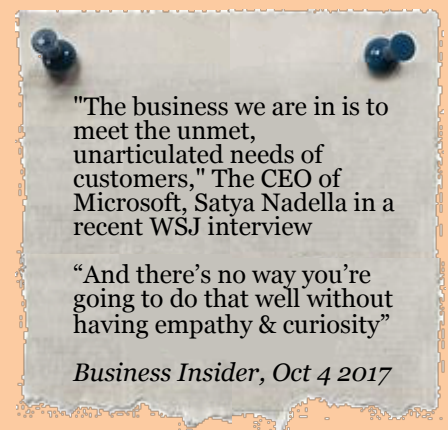


“As a leader, I’m making a more conscious effort to learn about my co-workers background and personal circumstances beyond their role at work. Putting myself in their shoes, and using an emphatic approach when managing as opposed to a more authoritative approach has made a big difference in the way my team members and I are able to interact, and accomplish our goals.” Bill



“This program increases your level of empathy... makes you understand there is another world other than the corporate world” Jean-Claude

“I am a more empathic leader, have a deeper understanding of our company’s role in creating social change, and recognize my own power to create positive change” Kiran



## → Getting out of comfort zone is key

“It is a great way to unsettle people, since people lose their dynamism [when they] have gotten comfortable in what they do. I feel that a successful career requires a branching out into other areas as opposed to the change one can make in their commercial context.” *Cindy*

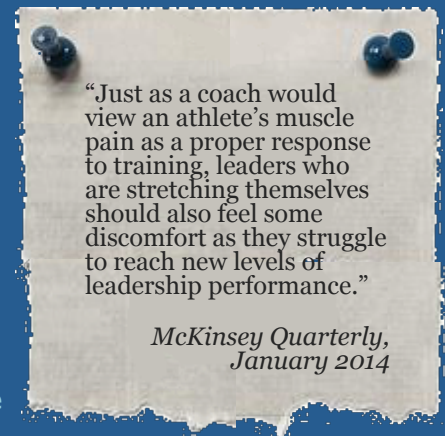
“Personally, being immersed in a very different culture and getting stretched outside my comfort zone was a unique experience“ *Terry*

“Being in an environment I didn’t know allowed me to keep it really simple. Often all the distractions in our lives mean that we aren’t present. This mindset- shifting is about being present.” *Juan*

“I cannot understate the value of removing from one’s normal routine and placing oneself in a totally new environment. New ideas arise as one confronts a new context.” *Richard*

“It’s about taking you as a human being, putting you out of your comfort zone, and allowing you to be you. In other programs you’re with other people in a room. This allows you to connect with yourself and figure out what you need to do- important because in the business world you need to make your own decisions.” *Juan*

“When you’re exposed to even 15 days you truly incorporate this New reality and look at the world from a different angle.” *Maureen*



## → Connecting with one’s purpose is key



“Connecting with my purpose made me discover that I have very strong ambition to support and help people. - Their success is my success. It was really a driver for me to work hard. I realized the more I could add to the project that would make me feel proud and happy. My journey and insights in Kenya proved that that’s true. I will continue to be an enabler and support other people.” *Roger*

“If you want to be successful over the long haul, you have to have a sense of purpose that is clearly articulated and embedded in your organization and processes, *but you also have to live it.* There can’t be two sets of rules.”

*Punit Renjen, Chairman of the Board,  
Deloitte, in a Forbes Interview, April 2014*

# SOCIAL IMPACT

→ Working alongside the world's leading social entrepreneurs...

"Looking through the lens of social entrepreneurs means anticipating market changes for the good of all"

*Christian Boehringer,  
President, Boehringer  
Ingelheim*



"I can't express in words the invaluable and critical nature of the work that Roger did during his tenure with iSikCure that led to the successful launch of our first social innovation hub outside Nairobi. Roger got the team aligned around the vision and opportunities to improve the scale of our impact. He ... pushed the team to grab the opportunity to disrupt the supply chain to get drugs to where they are needed most."

*Ashoka Fellow Moka Lantum, Founder & Director of  
MicroClinic Technologies, Kenya*



"Cindy's experience related directly to her ability to assist me in thinking through a new strategy. After meeting with multiple stakeholders, we worked successfully to communicate the idea of the for profit arm, explaining how it enables Syafunda's sustainability. Community partners began to understand the goal of the approach & became more comfortable with pursuing this model."

*Ashoka Fellow Ahmed 'Smiley' Ismael, Founder of  
Siyafunda, South Africa*



"Shannon's contributions to our strategy and organizational structure were very valuable and are enabling us to better achieve our midterm vision. It was a pleasure learning from such a senior, high-skilled professional."

*Ashoka Fellow Vicky Colbert, Founder  
& Director of Fundación Escuela  
Nueva, Colombia*



"When I sit down with Joe the world becomes a bigger place. He has so much varied experience & such a wide network. His input has been instrumental in helping us grow through strategic partnerships."

*Ashoka Fellow Mohammad Al-  
Ubaydli, Founder of PKB, UK*



"As we scale our impact, we look back at the wonderful job Rajeev did of nudging, facilitating and encouraging HFF to find solutions to challenges. This was one of the best gifts, which has become the cornerstone of our scale up."

*Ashoka Fellow Mukti Bosco, Founder,  
Healing Fields Foundation, India*



“The EIR provided Soko’s management team with great insights into how to strategize and affect our vision throughout the Company, enabling us to achieve greater positive impact in our community. What we got from Erick’s visit went far beyond our initial expectation. Through his example I became a better leader, I learned how to better interact with my team and inspire them with Soko’s vision. Erick has greatly elevated Soko’s potential for success and was a consistent proponent of the potential of a company to have great goals and impact on society and one another.”

*Ashoka Fellow Ella Peinovich, ShopSoko, Nairobi, Kenya*



“I’ve learnt new ways of effectively managing team members across countries. Facilitated by the EIR we defined the DNA of Young Africa. I also developed my thoughts on the balance between control and letting creativity happen.”

*Ashoka Fellow Dorien Beurskens, Young Africa, Mozambique*



“The strategy that was compiled will really help us to achieve our goals of becoming a self-sustaining institution through partnering with strategically selected companies. It was really useful having someone from outside the organization point things out that we hadn’t had time to examine...Some of the suggested changes are not major but will have a really big impact if done better”

*Ashoka Fellow Taddy Blecher and team member Tracey Peppler, Johannesburg*



“I learnt about defining the gaps in our organization and overcoming our challenges. We will be diversifying in footwear because its very logical for us- since we are based in the footwear park. This will lead to more jobs, skills development, and use of waste being generated in the neighboring factories.”

*Ashoka Fellow Anita Ahuja, Conserve India, New Delhi*



“The EIR has really ignited a greater urgency in me to bring about change. The strategy that was developed with the EIR was about re-thinking one of our big projects. Developing meaningful metrics and allocation of resources will assist us as we develop strategies across our various programs.”

*Ashoka Fellow Marlon Parker, Rlabs, South Africa*



