

HEALTH AND THE ROLE OF BUSINESS DEEP DIVE

MARCH 22 – 23, 2018 | Cambridge, MA

2018 REPORT

A synthesis of ideas from the Harvard University
Advanced Leadership Initiative Deep Dive



HARVARD
Advanced Leadership Initiative

Health and the Role of Business Deep Dive 2018 Report

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ABOUT THE ADVANCED LEADERSHIP INITIATIVE

The Advanced Leadership Initiative (ALI) is a third stage in higher education designed to prepare experienced leaders to take on new challenges in the social sector where they potentially can make an even greater societal impact than they did in their careers.

ALI Deep Dive Sessions highlight one major global or community challenge where ALI Fellows might fill a gap. Deep Dives include readings, outside experts, often faculty from relevant Harvard programs, and a focus on problem-solving and practical applications of knowledge.

ALI Fellows contribute ideas based on their experience and knowledge for immediate solution-seeking with major figures in the field under discussion and with affected constituencies.

2018 REPORT CREDITS

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EXECUTIVE SUMMARY

ALI Faculty Co-Chairs Howard Koh and Meredith Rosenthal led the 2018 Health and the Role of Business Deep Dive.

The Deep Dive showed ALI Fellows the important role that businesses can play in addressing public health issues. The two-day conference also gave Fellows an opportunity to think about creating systems-level change. Over the course of the Deep Dive, Fellows heard from faculty across Harvard, business leaders from around the world, and experts in public health.

Presenters on the first day of the Deep Dive shared the concept of a “culture of health,” and helped Fellows understand its four pillars: consumer health, community health, employee health, and environmental health. Fellows also saw real world examples of business practices that addressed these four pillars. At the close of the first day, Fellows had the opportunity to synthesize and reflect on the content of the previous sessions.

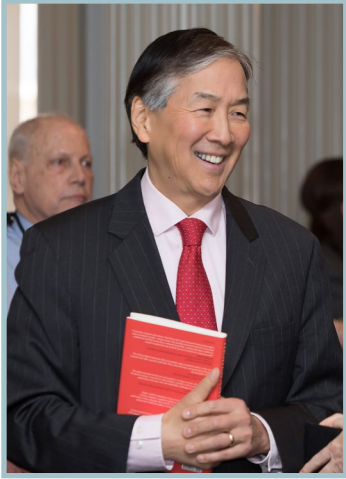
Some of the central themes of that reflection were:

- **The role of government in promoting public health.** Can businesses alone drive meaningful change toward health outcomes?
- **The role of the media.** What can the media and Hollywood do to generate meaningful action on public health initiatives?
- **The incentives for business to act.** Is the bottom line enough to promote change, or do legislators and courts need to intervene?
- **The role of youth and experience.** Are millennials best positioned to act and what can baby boomers do to help embrace a culture of health?

Fellows also attended an art showcase and reception on “Visualizing Health Equity.” The showcase brought the visual arts into the conversation on public health.

Presenters on the second day of the Deep Dive gave fellows tools and frameworks to create systemic change. Fellows heard from business leaders taking action on public health and thought-leaders on best practices for addressing complex, multi-stakeholder issues. At the close of the second day, Rosenthal commended the “productive tension” and skepticism of the Fellows. She also stressed the important connection between hope and leadership in addressing public health issues.





Howard Koh

HEALTH IN THE UNITED STATES

Dr. Howard Koh of the Harvard Chan School of Public Health and Harvard Kennedy School kicked off the 2018 Health and the Role of Business Deep Dive with an overview of public health in the United States. Koh outlined some of the biggest public health issues in the country and presented potential solutions to address these issues. He also asked ALI Fellows to consider the role of the private sector in addressing health crises in the US.

Koh summarized the state of healthcare in the country with a single phrase: the US had the most expensive healthcare in the world but did not have the outcomes to match. Given the amount of spending on healthcare in the country, outcomes should have far exceeded those of other developed nations.

Instead, the US had comparable health outcomes to these developed nations at a significantly higher cost. “The US is an outlier,” Koh said, “our healthcare is very expensive and life expectancy is good, but not what you would expect for the cost.”

He attributed the higher costs, in part, to a flawed system. The healthcare system in the US was fragmented and focused on treatment with little attention to prevention. Moreover, the country used a volume-based, fee-for-service insurance system which many felt should be improved to a value-based system. As a result, there were major disparate outcomes contingent on socioeconomic status. Koh explained that several factors played a significant role in rising expenses. Higher costs of outpatient services, prescription drugs, administrative costs and other factors have contributed to rising overall costs. However, he said that a lack of transparency made it difficult to pinpoint the exact reasons for the increased costs.

Koh said that many pointed to a lack of spending on social services as a significant contributor to rising expenses. Relative to other countries, the US often ignored the societal forces impacting health, and invested little into these “upstream” social services. Lack of access to these services impacted both costs and health outcomes.

While Koh acknowledged that the quality of healthcare had improved remarkably in the last century, he also pointed to some recent, troubling indicators. Between 2016 and 2018, average life expectancy in the US dropped. During this time, the leading causes of death were heart disease and cancer, but unintentional injuries – suicide and drug overdose – had contributed to a reversal in rising life expectancy.

Some have described these causes of death as “diseases of despair,” noting that they disproportionately affect groups of Americans facing a reversal of economic and social fortunes. Other causes of death that had increased significantly in recent time were poisoning and chronic liver disease from alcohol misuse and hepatitis, among other causes. He also cited an alarming increase in opioid misuse, both legal and illegal.

In addressing these health issues, Koh said an individual approach was helpful to many but a “population health approach” could potentially help many more. Changes to living and working conditions could address many of these leading causes of death and make prevention possible and feasible. But prevention required understanding societal context and human behavior, he added.

An increasingly diverse society further complicates these issues. Koh said that by 2045 the US has been projected to be a majority minority society, and that healthcare needs to adapt to this diverse population. He cited health disparities across races, sex, and income level as a sign that the healthcare system has failed to meet the needs of an increasingly diverse population. Perhaps more importantly, disparities in health could be traced beyond the health care system. Addressing “social determinants” of health – transportation, housing, and others – could lead to more equitable outcomes.

He also explained that the country has long followed a nationwide process to track and measure key indicators of health. This process had already begun with the “Healthy People” goals, which include major indicators such as measures of obesity, smoking, heart disease and other factors to gauge progress towards a healthier society.

Looking at these metrics from 2010 to 2018 showed mixed results: for example, rates of tobacco use and air quality had improved, while mental and oral health indicators had declined. Many of the other categories also showed mixed results.

Ultimately, Koh said these healthcare issues needed “more people engaged in the conversation.” Business leaders in particular could have wide-reaching impacts on health and could contribute to create a “culture of health within the United States.” While some businesses and government entities had already started to make changes to improve health outcomes, Koh asked the ALI Fellows in attendance, “What should the role of business be in improving healthcare in our country?”



Robert Huckman

AN UNCONVENTIONAL PARTNERSHIP: THE BUSINESS CASE FOR HEALTH

In the following session, Professor Robert Huckman of Harvard Business School (HBS) helped Fellows understand the business case for promoting health and well-being. Huckman elaborated on the concept of a “culture of health” and argued that firms had an imperative to create this culture. Throughout his presentation, he acknowledged that conversations around a culture of health were still nascent; there would potentially be some disagreement as the group reached a collective understanding of these concepts and their application in the business world.

To start the session, Huckman explained that he hoped to address two principal questions: what criteria underlie the business case for health, and how could businesses promote well-being in ways that satisfy these criteria? In presenting these questions, he aimed to uncover why businesses might consider embracing a culture of health and what implications this could have for their practices.

Before defining a culture of health, Huckman asked the Fellows what criteria would ensure that businesses embrace the concept. Fellows said that this culture would need to have a positive impact on the bottom line, improve productivity, hiring and retention, and that it must be sustainable and generate buy-in from employees. They also noted that the culture should improve the reputation of the company, promote the safety of its products, and have a positive environmental impact.

With these criteria in place, Huckman explained that all companies laid down a population health footprint. Through their interactions with consumers, employees, local communities, and the environment, these companies had a serious impact on public health. Citing the work of HBS Professor John Quelch and his colleague Emily Boudreau, he explained, “Every business is in the health business.”

Huckman then asked Fellows to identify potential examples of these “four pillars” of the health footprint. Following small group discussions, ALI Fellows presented both normative and extraordinary examples of the four pillars of health:

Employee health

- Normative: create benefits packages, ensure safe working conditions
- Extraordinary: establish nutrition programs, provide on-site childcare

“Every business
is in the **health
business.**”

Robert
Huckman

Environmental health

- Normative: comply with environmental regulations, focus on energy savings
- Extraordinary: work in net-zero energy structures, ensure sustainable supply chain management

Consumer health

- Normative: monitor and improve products, educate consumers
- Extraordinary: help with life cycle use of product, assist with health emergencies

Community health

- Normative: engage community through events, advertise to promote healthy behavior
- Extraordinary: develop health goals for the community, support volunteerism

After the group discussion, Huckman explained that he and his colleagues, including Professor Sara Singer of Stanford University and Adjunct Professor at the Harvard Chan School of Public Health, had surveyed over 1,000 firms to better understand how they engaged with the four pillars of health. While Huckman and his team were still analyzing the results of the survey at the time of the presentation, he said it was clear that there was huge variation across firms, regardless of industry. He also said that small firms tended to address issues of health as often as larger firms.

In closing, Huckman said that all firms needed to think through the business case for adopting a culture of health. Whether for financial reasons or because of a deeper mission, firms must consider their impacts on employee, environmental, consumer, and community health to ensure long-term success and sustainability.





David Yates

CONSUMER HEALTH: OPPORTUNITIES AND CHALLENGES FOR THE FOOD INDUSTRY

To get a sense of real-world examples of consumer health-focused business practices, ALI Fellows heard from panelists Barbara McCartney, President of Nestlé HealthCare Nutrition, Inc., and Gary Tickle, CEO of the Hain Celestial Group. 2016 ALI Fellow David Yates moderated the panel and provided his insights as former President of Nestlé HealthCare Nutrition, Inc. The panelists discussed the role of the food industry in promoting consumer health around the world and what role food played in the obesity epidemic in the United States.

Yates started the discussion by asking how the two panelists thought of consumer health in their respective roles. McCartney explained that Nestlé viewed itself as a company whose responsibility was to provide guidance and choices to help consumers get what they wanted. She explained that food consumers were often conflicted about what they were eating versus what they knew were healthier options. Nestlé's role, she said, was to give consumers the ability to make healthy choices when they decided to.

Having previously worked at Nestlé Infant Nutrition North America, Tickle contrasted his approach to consumer health at Hain Celestial with his former role. Rather than being a consumer behavior expert, Hain Celestial had an explicit mission to promote healthy eating. The organization attempted to change the way people thought about food and develop trusting relationships with consumers to help them change their eating habits.

Yates then asked the panelists why they thought consumer attitudes about food had seemed to change in recent years. McCartney said social media had an important role in shifting attitudes. More information about healthy eating was available online, and, from a young age, the millennial generation learned about good food choices and social awareness.

Tickle agreed that social media shaped consumer beliefs about food, but he thought the digital age had created fragmentation and mistrust among consumers. He also said that the millennial generation cared about the quality of food and felt they could gain a sense of control over their lives through their food choices. These millennials impacted the decisions of the older and younger generations around them.

Turning the conversation toward obesity, Yates asked what solutions the food industry could implement in the US to battle the rising rates of overweight and obese individuals. McCartney said that American food culture was built around excess and to battle obesity there needed to be a change in food values. Tickle agreed, saying, “Food must be not just fuel for now, but fuel for life.”

At this point in the discussion, ALI Fellows had a chance to ask questions of the panelists. One theme that ran across several questions was how consumers can make sense of confusing guidelines for nutrition and dieting.

In response to these questions, Tickle explained that consumers were no longer interested in fad dieting, and, as a result, the food industry needed to reinvent itself. McCartney added that it was the responsibility of firms in the industry to educate consumers on the importance of balance in diet and nutrition. “Food should be both for sustenance and pleasure,” she said.

To close the session, Yates said that his time at ALI had shown him that true solutions to these problems required multi-stakeholder engagement and cross-sector collaboration. Nonetheless, the consumer needed to be at the center of any proposed solution. “We need to identify our consumers and have a framework for listening to them.”





Vish Viswanath

COMMUNITY AND EMPLOYEE HEALTH: LESSONS FROM THE GEM GROUP, INC.

The next session of the Deep Dive presented another real-world example of a business implementing a culture of health. Vish Viswanath of the Harvard Chan School of Public Health led a conversation with Jonathan Isaacson, President of the Gem Group Inc. Isaacson talked about his experiences working to improve the health of his employees and his community of Lawrence, Massachusetts.

Isaacson began by describing his company and its core values. Gemline sold promotional products and established a culture of valuing its employees. “We take pride in our people, and pride in our products,” Isaacson said. Operating with the belief that all employees have value and can develop new skills, he described the company’s system of training new employees and investing in professional development. “The foundational value of our company is trust,” he added, explaining that employees needed to be able to point out problems to drive improvement.

Viswanath asked Isaacson what challenges he faced in establishing these values and how he worked to overcome these challenges. Initially, Isaacson said, there was disbelief within the company about his policy to encourage innovation and independence. He noticed a gap in trust in the organization, and many counseled him to scrap his plan of employee idea generation. Ultimately, Isaacson chose to see the plan through, though he acknowledged it took time to shift the culture of the firm.

He pointed to the financial crisis as a catalyst for change. Between 2008-2009, the company saw a 40% drop in its revenues, and had to lay-off 25% of its workforce. Isaacson asked his remaining staff whether they wanted to continue to make cuts or find new ways to innovate. With jobs on the line, the organization rallied to find new ways to boost productivity and embrace Isaacson’s culture of trust.

Viswanath asked Isaacson what steps he took to invest in employee health. Isaacson described his company’s cafeteria that served healthy food and encouraged good choices by making unhealthy foods more expensive. He also noted that the company promoted exercise among employees and provided free flu shots. More important than all of these initiatives, Isaacson said, was his company’s focus on health education. “People need to learn on their own to make healthy choices,” he said.

Steering the conversation toward community health, Viswanath asked how Isaacson made the transition from promoting the health of his employees to promoting the health of his city. Isaacson saw that most of his employees lived in Lawrence and quickly recognized that if they did not feel good about their town, they would not feel good about their jobs. He promoted the cultural value of engagement within the firm and encouraged employees to volunteer at the local hospital. Citing his company's high retention rate, Isaacson said, "People are committed to the company because of our involvement in the community."

During a question-and-answer session with ALI Fellows, Isaacson shared some of the most rewarding parts of investing in community and employee health. He said the one-on-one conversations with individuals in Lawrence were the best motivation for his company's commitment to health: hearing their success stories and improved outcomes made the effort worthwhile.

In his closing remarks, Viswanath noted that it is often difficult to measure the importance of investing in communities and employees. While Isaacson's story did much to show the value of these health investments, Viswanath said that there was a lack of clear measures to track success. "How do we connect business and the social determinants of health," he asked, "We need to do more here."

"People are committed to the **company** because of our involvement in the **community**."

Jonathan Isaacson



Gina McCarthy

ENVIRONMENTAL HEALTH: LESSONS OF HEALTH EQUITY AND BUSINESS

Next, ALI Fellows examined the links between business and environmental health. Professor Gina McCarthy of the Harvard Chan School of Public Health offered opening remarks on the business case for involvement in environmental health. The former EPA Administrator then turned the discussion over to Harold Mitchell, a former state representative from South Carolina who worked to address environmental injustices in his community. Throughout the session, the presenters made the case that environmental health is not a separate “pillar” but instead impacts all aspects of public health.

McCarthy started the discussion by defining environmental health. “Environmental health is everything other than individual behaviors,” she said, “It is the air you breath and the water you drink.” She also said that businesses should prioritize environmental health because it improved their efficiency: a healthy working environment promoted employee wellness and increased productivity.

Beyond efficiency improvements, businesses needed to support environmental health because of consumer demand. Customers demanded that business support their communities and invest in social issues. Additionally, customers tended to reward businesses that stood up for social and environmental justice. McCarthy made clear that issues of social justice and environmental justice were inextricable – issues of air pollution and water quality disproportionately affected low-income communities.

She highlighted the case of Mitchell’s home of Spartanburg, South Carolina as an example of a community that had been “left behind” in terms of environmental health. Mitchell’s work was a paradigm of systems-level change with environment as the centerpiece. Using an initial \$20k grant from the EPA as a catalyst, he rallied his community to transform its environmental health. “He didn’t dissect the world into pillars,” McCarthy said, “but instead looked at systemic change.”

Mitchell explained that his work in Spartanburg highlighted the power of collaborative problem solving. An abandoned fertilizer plant and unregulated landfill devastated the physical environment of his hometown. Sulfur was dumped into streams, trees could not take root; IV bottles and hypodermic needles riddled the landfill along with barrels full of medical waste from a nearby hospital. The environmental blight also contributed to higher rates of crime. Upon discovering this problem, Mitchell knew he needed to bring it to the attention of his community.

He also knew that solutions to the problem needed to be community-driven. Mitchell worked with residents, local government, federal agencies, and universities to clean and rebuild the area. Through federal grants, he helped secure funding for a senior center. Mitchell's success had a domino effect and he soon had funding for a community health center, playgrounds, green-space, a renewable energy center, and a grocery store. The once partially-abandoned and crime-ridden town completely transformed in a matter of years.

The impacts of this change extended far beyond the physical environment. School attendance improved, crime rates and drug use plummeted, and businesses came to Spartanburg to open new locations and develop new products. Mitchell had turned the town into a shining example of urban renewal, and Spartanburg had regular visitors from around the world to learn from his model.

He credited most of the success to cross-sector collaboration. Through his efforts, Mitchell brought together disparate groups to work toward a common problem. Beyond this, all of his solutions took into account the needs of the community. As McCarthy explained, "This was a case of radical listening. When you listen, leaders speak."

In closing, McCarthy highlighted how environmental health is connected to all other forms of health. "The improvements in any part of a system can allow you to get to the next part." While Mitchell's story was a major victory for environmental health, she noted that even small victories could have a large impact on communities around the country. "People are beginning to see there is no separation between business, the economy, and the way we live our lives," she said, "We all benefit from these improvements."





Meredith Rosenthal

DAY ONE SYNTHESIS

Closing the first day of the Health and the Role of Business Deep Dive, Professor Amy Edmondson of Harvard Business School and Dean Meredith Rosenthal of the Harvard Chan School of Public Health offered their reflections on the previous sessions and helped Fellows synthesize the day's presentations. Edmondson and Rosenthal turned the conversation toward action and prompted Fellows to think through ways to motivate business to act on issues of public health.

The two professors highlighted the need to incentivize businesses to promote a culture of health. By focusing on health as a boon to the bottom line, they suggested, there would be real opportunity to drive meaningful change.

Following their opening comments, Edmondson and Rosenthal asked the ALI Fellows and Deep Dive attendees to share their reflections. Some central themes of that discussion were:

- **The role of government in promoting public health.** Can businesses alone drive meaningful change toward health outcomes?
- **The role of the media.** What can the media and Hollywood do to generate meaningful action on public health initiatives?
- **The incentives for business to act.** Is the bottom line enough to promote change, or do legislators and courts need to intervene?
- **The role of youth and experience.** Are millennials best positioned to act and what can baby boomers do to help embrace a culture of health?





Art from the “Visualizing Health Equity” Showcase and Reception



George Serafeim

MEASURING OUTCOMES

Harvard Business School Professor George Serafeim started the second day of the Health and the Role of Business Deep Dive with a discussion on metrics. Using the sustainability movement as an example, Serafeim helped ALI Fellows understand the importance of using metrics to drive change. He specified early on that in the business community the sustainability movement extended beyond environmental sustainability to social sustainability, including issues of workplace practices, product quality and safety, and corruption, among other topics. He also emphasized starting with the facts and developing metrics to reach consensus on contentious topics.

To guide the discussion, Serafeim gave the Fellows a brief quiz on sustainability initiatives and reviewed the answers to establish collective understanding on the topic. The quiz, and the discussion, covered how sustainability metrics had changed over the last decade, why these changes happened, and the impact of these changes on firms. While some of the data were intuitive, many of the findings surprised Fellows and sparked questions about using metrics to effectively lead social change.

First, Serafeim reviewed how sustainability measurement and reporting had changed in the early 2000s. From 2002-2017, the percentage of large companies worldwide measuring and reporting sustainability activities increased from 18% to 75%. From 2006-2016, the number of countries with sustainability reporting regulations also increased from 19 to 71 – a group that now included China, Brazil, India, and South Africa. During that same period, investor commitments to integrate sustainability data grew from \$6T to \$70T.

Leadership, governments, and markets all played a role in shifting the culture around sustainability reporting. According to Serafeim, employees saw leaders who invested in sustainability issues as more tolerant of risk, purpose-driven, and focused on long-term goals. He also explained that increased sustainability disclosure regulation increased measurement and reporting for firms regardless of their past behavior suggesting that disclosure regulations ‘lift all boats.’

Wall Street’s view of sustainability investments had also become more positive in the early 2000s, and the stock price of firms with low sustainability performance suffered during that time.

Serafeim then explained how these changes impacted firms’ growth, profitability, and stability. According to his research, companies that begin measuring and reporting sustainability metrics saw decreases in

cost of capital relative to their competitors. Moreover, the stock prices of firms that measured and reported these metrics co-moved less with industry returns suggesting that sustainability information is useful in pricing equity securities.

He also noted firms that improved performance on industry-specific material sustainability issues had increased profitability relative to competitors over a 3-5 year time horizon.

After leading the Fellows through these findings, Serafeim shared his key takeaways on measuring outcomes and how these lessons could apply to public health. First, he said that both market and regulatory forces played a role in developing metrics, and that these metrics could dispel myths and common wisdom. He acknowledged that leadership was an important factor in driving change, but said organizational processes and metrics were also significant factors. Finally, he said that to make the same progress in public health as in sustainability, leaders needed to find the right metrics. “Finding the right metrics can lead to the right outcomes and the right incentives.”

“Finding the right **metrics** can lead to the right **outcomes** and the right **incentives**,”

George Serafeim



Amanda Rischbieth

ENGAGING THE INVESTOR COMMUNITY FOR SOCIETAL CHANGE

The next session of the Deep Dive focused on how to engage the investor community for societal change in public health. 2017 ALI Fellow and Visiting Scientist at the Harvard Chan School of Public Health Amanda Rischbieth led the session with Janine Guillot, Director of Capital Markets Policy and Outreach for the Sustainability Accounting Standards Board (SASB), and Mark Tulay, Director of the Strategic Investor Initiative at the Committee Encouraging Corporate Philanthropy (CECP). Throughout the session, the presenters communicated their strategies to convince individuals and companies of the value of purpose-driven long-term approaches that drive performance, talent management and positive stock market impact.

Rischbieth framed the session noting that investors are increasingly seeking to understand and demand non-financial metrics as drivers of environmental, social, governance (ESG) value that sit beyond traditional corporate social responsibility (CSR) approaches. She noted the example of CECP through their Strategic Investor Initiative bringing major companies and large investor groups together in effective forums for exchanging this type of information.

Next, Guillot helped define the concept of sustainability and described SASB's theory of change. "Sustainability is defined as meeting the needs of today's generation without sacrificing the needs of future generations," she said. In terms of investing, this meant delivering returns today without sacrificing future returns. This sort of long-term investing strategy required reliable information; SASB worked to provide that information. By driving competition on sustainability metrics, SASB hoped to create better outcomes for companies and society.

Guillot explained that the process to develop these standards took time, research, and public input. SASB developed 30 issues across 79 industries to track sustainability. These issues were industry specific and investors, issuers, and companies had input in their development. While she acknowledged that the process worked well for companies, Guillot said that many investors were interested in societal themes, like public health and the environment, rather than standards alone.

Tulay built on Guillot's remarks to explain why more companies had not embraced SASB's standards. He said that with over 10,000 indicators and 537 ratings to measure sustainability, it was no surprise that there had not been more corporate adoption. Tulay made the case that changing

CEO mindsets was critical to adopting sustainability metrics. “CEOs can be a force for change and a force for good,” he said, “We can’t have 10,000 different ways of doing this.”

During the question-and-answer portion of the session, Fellows asked whether sustainability measures were enough to convince the investor community. Guillot agreed that firms needed to see financial value in sustainability, and she saw the SASB standards as the only tool to provide them with real information about that value. She also recognized that changing behavior required a fundamental cultural shift within organizations.

Tulay said that while the standards were still chaotic and confusing, SASB provided the baseline for measurement and change. “Now,” he added, “CEOs need to get on board for real change.” Prompting Fellows to think through the lens of CEOs committed to health, Rischbieth asked them, “What is the key question you would ask as an investor to understand if a company has adopted a culture of health?” All forty answers were then displayed on the interactive screen tool to synthesize Fellow insights.





Michael Beer

EXPANDING YOUR SPHERE OF INFLUENCE

Harvard Business School Professor Emeritus Michael Beer led the next session of the Deep Dive which examined building a “higher ambition organization.” During the session, Beer presented a framework for developing organizations that sustainably deliver economic and social value. Through a spirited discussion and debate, he also helped ALI Fellows understand how the principles of his framework could apply to their own initiatives.

Beer began by describing the need to create a clear system of organizing, managing, and leading to help companies generate value. This system must have a shared vision; a reinforcing strategy; a high energy, low friction culture; and trusting, committed relationships between stakeholders. Beer added that at the center of this system was “a leader with human values.”

A system that achieved these goals would be a collaborative community that created social value. Beer explained that these “higher ambition” organizations created value for all stake holders – associates, customers, investors, and communities – and had total alignment. He also noted that developing organizations like these required constant improvement and iteration. “This is an endless journey,” he said, “But it’s important to have a journey.”

Following his presentation of the higher ambition framework, Beer led the Fellows through an energized case discussion of Standard Chartered Bank. During the case discussion, he highlighted the importance of developing a clear mission, purpose, and strategy. Ultimately, he acknowledged the difficulty of establishing a higher ambition company and stressed constant self-evaluation as a critical driver for success.

As part of this self-evaluation, Beer encouraged Fellows to lead their teams through honest, collective, and public conversations. Specifically, he said leaders should ask themselves six questions:

- Who am I? What are my values, purpose and vision?
- Is my leadership style aligned with my values, purpose, and vision?
- Is my senior team aligned around our purpose, vision, values, and strategy?
- Have we designed a system of organizing, managing, and leading that is developing trust and commitment relationships with our stakeholders?

- Do we have a learning and governance system that enables honest, collective and public conversations that reveal the unvarnished truth about our organization's alignment?

In closing, Beer described these honest conversations as the true levers for change in any organization. "If we don't acknowledge these questions, they become the six silent killers," he added. Truth helped organizations achieve their ultimate goal: to create a collaborative community of purpose. "People want to talk about the truth, but they need a system to do it."





John McDonough

TAKING ACTION IN YOUR BUSINESS

In the following session of the Deep Dive, ALI Fellows looked at what businesses could do to take action and create a culture of health. Harvard Chan School of Public Health Professor John McDonough moderated the session with Laura Gitman, Senior Vice President of Business for Social Responsibility (BSR), and Maggie Biscarr, Director for Global Partnership Solutions for PepsiCo. During the session, Fellows discussed BSR's healthy business toolkit and saw an example of the toolkit in action with PepsiCo.

Leading off the session, Gitman explained how BSR created the Healthy Business Coalition and Toolkit to share best practices on issues of public health. By bringing together cross-industry leaders, BSR developed practical tools and resources for companies to create value, innovate, and improve performance. Over 250 companies participated in the Healthy Business Coalition and used the toolkit to take action in their organizations.

There were four elements of the healthy business toolkit: a communications guide, a strategy tool, an innovation playbook, and a stakeholder engagement guide. Each aspect of the toolkit guided users on a mutually reinforcing process. The toolkit helped users persuade internal decision makers, identify priority health issues, innovate solutions, and engage stakeholders.

Gitman said that the BSR would continue to apply and build on the toolkit and encouraged others to use the resource. "The toolkit is publicly available," she said, "We want people to use it and we want to get feedback." BSR hoped to scale the toolkit and had plans to develop a measurement framework tool to help companies assess metrics for healthy businesses.

Having explained the toolkit, Gitman asked Fellows to discuss how a large-scale food manufacturer could use this resource to drive better health outcomes. Following a group discussion, the Fellows shared their reflections on generating buy-in, innovating, collaboration, and community engagement. In virtually all their remarks, they highlighted the importance of stakeholder engagement and cross-sector collaboration to have success in implementing a culture of health.

Biscarr then shared her experiences implementing the Healthy Business Toolkit with PepsiCo. She explained that the company had made a commitment to "performance with purpose" – a vision to integrate sustainability into the business strategy. The company had set a goal to "offer more everyday nutrition and provide access to underserved communities

and consumers.” By partnering with the Consumer Goods Forum’s “One for Good” program, PepsiCo began working with other consumer goods providers to help shoppers make healthier choices at the point of sale.

Biscarr described PepsiCo’s initial efforts in this work and their pilot program in Hagerstown, Maryland. The company sought to engage the community in these efforts but was initially met with distrust and discomfort. Community members saw PepsiCo as part of the problem, rather than a partner in generating solutions. Nonetheless, Biscarr explained, the company continued to listen to stakeholders and took the time to have frank dialogue with community leaders across sectors.

After having these conversations, PepsiCo launched their programming with events around the community and promotions in grocery stores. Biscarr explained that the company made an effort to position healthy foods more prominently, educate consumers about how to make healthy recipes, and use creative merchandising to encourage healthy decision making.

Following questions from the Fellows, Gitman shared some of the challenges in helping businesses implement health and well-being interventions. “All companies are different,” she said, “There is no one-size-fits-all.” She added that getting companies excited about these interventions meant finding what mattered to them, whether it be employee health, consumer health, community health, or environmental health.

“All companies are different. There is no one-size-fits-all.”

Laura Gitman



Rosabeth Moss Kanter

MAKING CHANGE MOVING FORWARD

In the final session of the Deep Dive, Professor Rosabeth Moss Kanter of Harvard Business School presented a framework for thinking about systemic change. Kanter's "Change Wheel" provided Fellows with an important metaphor for thinking about all the elements that change a system. She noted that change was not linear and must be centered around a clear goal; like spokes on a wheel, each element of the framework supported that central goal.

While she explained that the framework was not a step-by-step process for change, she started her discussion by highlighting the importance of a common theme and shared vision. "Change doesn't just require a vision or theme," Kanter said, "it has to be shared." This shared vision must be inspiring and aspirational; it should represent the world as it could be.

Kanter added that a vision, and successful change, needed symbols and signals. Campaigns for change could show seriousness of purpose and motivate buy-in. Kanter cited the "Designated Driver" movement as an example of a successful campaign to drive change. These symbols and signals could also take the form of individual actions, she added, like a CEO who goes on daily runs to motivate her staff to be healthier.

More than motivation, successful change required governance and accountability. "Someone needs to be in charge," Kanter said. Successful change did not happen in systems where all stakeholders were accountable. Pragmatically, change required personal ownership and governance.

Next, Kanter stressed the importance of education, training, and tools for action. People needed to understand the goal and how to get there, but they also needed tools to take action. Kanter said that apps and technology provided helpful examples of tools that could motivate change. FitBits, for example, could motivate individuals to monitor their exercise and prompted individuals to make healthier choices.

With proper training and tools, champions and sponsors could help drive systemic change forward. These entrepreneurs and innovators could make change happen and lead social movements. Kanter highlighted the Parkland students advocating for gun control as a perfect example of champions for change. These individuals became an inspiration to others and built significant momentum for a cause.

Champions could help drive quick wins and local innovations, another critical element of systemic change. "People need sources of hope," Kanter explained. By securing small victories in a local setting, change

agents could energize others and set an example for a path forward. She again referenced the Parkland students as a paradigm of this element: by helping advocate for gun laws in their local communities, these students gave hope to a mission that seemed impossible.

Kanter then emphasized the need for strong communications and information exchange in the process of systemic change. For change to scale, she said, there needed to be some mechanism for disseminating lessons learned and best practices. By communicating, change agents built further momentum toward achieving their goals.

With momentum starting to build, it would be possible to make changes to policies and procedures. Kanter said the moment to change laws and structures was at its highest when people were energized around a common goal. She also said that when it came to changing existing structures, no idea was off-limits.

Throughout the change process, people needed feedback and measures of progress. Metrics and trackers worked to maintain alignment toward the central goal and could gamify processes to build buy-in. “People need feedback and incentives to keep working towards lofty goals.”

These incentives must be aligned with the final objective and reward milestones. “Recognition is the most underutilized tool in any system,” Kanter said. She explained the most powerful rewards were often free and could take the form of a simple ‘thank you.’ She noted that CNN’s “Heroes” were a good example of how powerful simple recognition could be.

In closing, Kanter explained that each of the spokes on the “Wheel of Change” reinforced its opposite. Shared visions could come alive with a quick win; signals of intent needed to be communicated; clear governance allowed for policy change; feedback was essential in the training process; champions needed recognition. By activating each of these elements of systemic change, the wheel could begin to move. Kanter cautioned, however, that these efforts must be continuous. “If you want revolution, you have to keep revolving.”

“If you want
revolution, you
have to keep
revolving.”

Rosabeth Moss
Kanter

APPENDIX – SPEAKER BIOGRAPHIES



Michael Beer

Cahners-Rabb Professor of Business Administration, Emeritus,
Harvard Business School
Director, Center for Higher Ambition Leadership

Mike Beer is Cahners-Rabb Professor of Business Administration, Emeritus at the Harvard Business School, co-founder and Director of TruePoint Partners, a management consultancy that works with senior executives to develop effective high performance and commitment organizations, and the Center for Higher Ambition Leadership, a not-for-profit organization dedicated to increasing the number of companies and leaders committed to creating economic and social value. Mike has researched and written widely about organization effectiveness, organizational change, high commitment, high performance organizations, leadership, as well as human resource management. Mike has had extensive teaching and consulting experience in those fields.

In addition to numerous book chapters and articles in academic and business journals, Mike is author or co-author of eleven books. Among them is the ground breaking *Managing Human Assets* and the award winning *The Critical Path to Corporate Renewal*. His most recent books are *High Commitment*, *High Performance* in 2009, and *Higher Ambition: How Great Leaders Create Economic and Social Value* published in 2011.

Mike has consulted to senior management in several industries--manufacturing, services (hospitality, professional and financial), consumer packaging, high tech., pharmaceutical and medical technology. Among others he has worked with Becton Dickinson, Hewlett Packard, Ernst & Young, Agilent Technologies, Merck and Whitbread PLC. Mike has served on several professional, not-for-profit and corporate boards.

The recipient of professional honors and awards, Mike is a Fellow of the Academy of Management and the recipient of its Distinguished Scholar-Practitioner Award, a Fellow of the Academy of Human Resource Management, a Fellow of the Society of Industrial and Organizational Psychology and recipient of its Distinguished Professional Contributions Award, and recipient of the Harry and Miriam Levinson Award for outstanding contributions to organizational consulting psychology from the American Psychological Foundation. He is the 2007 recipient of the Society for Human Resource Management's prestigious Michael R. Losey Research Award and the 2013 recipient of the Herbert Heneman Jr. Career Achievement Award from the Human Resource Division of the Academy of Management.

Prior to joining the Faculty at Harvard, Mike served as Director of Organizational Research & Development at Corning Inc. He holds a B.A. from Queens College, a B.A. from Harvard University (honorary), an M.S. from North Carolina State University, and a Ph.D. in organizational psychology and business from Ohio State University.



Maggie Biscarr

Director for Global Partnership Solutions, PepsiCo

Maggie Biscarr is the Director for Global Partnership Solutions for PepsiCo's Public Policy & Government Affairs department. Biscarr leads a team that works across business units to develop partnership-based interventions aimed at creating social impact, while at the same time mitigating risk and driving business for the company. She currently leads PepsiCo's involvement in the Consumer Goods Forum's Collaboration for Healthier Lives initiative.

Prior to her role with PepsiCo, Ms. Biscarr served in a variety of roles at AARP Foundation, most recently as Hunger Program Manager, in which she worked to develop and manage the AARP Foundation's nutrition focused program portfolio. Her primary responsibilities included leading a SNAP nutrition incentive program in Mississippi and Tennessee and leading the development of AARP Foundation's Food Rx portfolio.

Ms. Biscarr holds an MSW from the University of Georgia and a BA in Psychology from Mercer University.



Amy Edmondson

Novartis Professor of Leadership and Management,
Harvard Business School
Faculty Co-Chair, Harvard Advanced Leadership Initiative

Amy C. Edmondson is the Novartis Professor of Leadership and Management at the Harvard Business School, a chair established to support the study of human interactions that lead to the creation of successful enterprises that contribute to the betterment of society.

Edmondson has been recognized in 2011, 2013, 2015 and 2017 by the bi-annual Thinkers50 global ranking of management thinkers and was honored with the Talent Award in 2017. She speaks on teaming, psychological safety, and leadership to corporate and academic audiences around the world, and her articles have been published in Harvard Business Review and California Management Review, as well as in numerous academic journals including Administrative Science Quarterly and the Academy of Management Review. Her books – *Teaming: How organizations learn, innovate and compete in the knowledge economy* and *Teaming to Innovate* (Jossey-Bass, 2012, 2103) – explore teamwork in dynamic work environments. In *Building the future: Big teaming for audacious innovation*, (Berrett-Koehler, 2016), she examines the challenges and opportunities of teaming across industries.

Before her academic career, she was Director of Research at Pecos River Learning Centers, where she worked on transformational change in large companies. In the early 1980s, she worked as Chief Engineer for architect/inventor Buckminster Fuller, and her book *A Fuller Explanation: The Synergetic Geometry of R. Buckminster Fuller* (Birkauser Boston, 1987) clarifies Fuller's mathematical contributions for a non-technical audience. Edmondson received her PhD in organizational behavior, AM in psychology, and AB in engineering and design, all from Harvard University.



Laura Gitman

Senior Vice President, New York,
Business for Social Responsibility (BSR)

Laura spearheads BSR's New York office, working with global companies across a range of industry sectors and sustainability issues. She also serves on BSR's Executive Committee and oversees global membership strategy and services.

Laura works with leading global companies to develop and enhance their sustainability strategies in order to maximize value for both business and society. She runs senior-level sustainability strategy workshops and multi-stakeholder forums and she launched BSR's global financial services and media practices. She works with consumer products and healthcare companies, among others.

She has also published reports on environmental, social, and governance integration in mainstream investing, as well as sustainability integration and leadership. From 2006 to 2010, she facilitated the Electronic Industry Citizenship Coalition, growing the initiative from 15 to more than 50 electronics companies.

Laura previously worked for Deloitte Consulting, where she acquired extensive strategy experience advising multinational financial services companies. She also managed a community development project in Ecuador, developed the business strategy for a social venture in Brazil, and worked with the biotechnology sector in Chile.

Laura holds an M.B.A. from Stanford University and a B.S. in Industrial and Labor Relations from Cornell University. She is an adjunct professor in the Bard M.B.A. in Sustainability program.



Janine Guillot

Director of Capital Markets Policy and Outreach,
Sustainability Accounting Standards Board (SASB)

Janine Guillot is the Director of Capital Markets Policy and Outreach at SASB, where she leads outreach to investors to support demand for standardized disclosure of material sustainability factors.

Ms. Guillot has more than 25 years of experience in operating, strategy, risk management and finance roles in financial services. Janine served as Chief Operating Investment Officer for the California Public Employees' Retirement System (CalPERS), where she was responsible for CalPERS investment office business and operational management, CalPERS affiliate funds and CalPERS defined contribution plans. Ms. Guillot also oversaw the CalPERS corporate governance program, including integration of sustainability and governance factors into investment decision-making. Janine has held senior leadership positions at Barclays Global Investors, Bank of America and Incapture LP. At Barclays Global Investors, she served as Chief Operating Officer for BGI's European and Global Fixed Income businesses. She began her career in public accounting.

Janine holds a bachelor's degree in Business Administration with a concentration in accounting from Southern Methodist University. She is a member of the Board of Directors of the Marin Agricultural Land Trust, Equilibrium Capital and Community Initiatives. She serves on the Senior Advisory Board at the Center for Responsible Business at UC Berkeley's Haas School of Business, on B Lab's Multinational and Public Markets' Advisory Council, and on the FDIC's Systemic Resolution Advisory Committee.



Jonathan Isaacson

President, The Gem Group, Inc.

Jonathan Isaacson has served as President of the Gem Group, Inc since 1988. During his time as President, Mr. Isaacson has put a strong emphasis on improving the health of both his employees and his community.

Gemline is a multi-award winning, industry leader in design innovation selling primarily into the promotional products market. Gemline is one of the industry's largest suppliers as ranked by the Advertising Specialty Institute. Gemline is headquartered in Lawrence, Massachusetts and has a technical center in Southern China.

Gem Group's Lawrence facility employs on average 350 workers, including a design team and a full manufacturing floor staff. The company was founded in 1958 by promotional products distributor Samuel Isaacson before being passed on to his son. Under Jonathan Isaacson's ownership, the company moved to Lawrence, and expanded its facilities from 90,000 square feet to 155,000 square feet.

Mr. Isaacson also serves as a Member of the Board of Trustees for Lawrence General Hospital and a Member of the Board of Directors for The Lawrence Partnership.



Howard Koh

Harvey V. Fineberg Professor of the Practice of Public Health Leadership,
Harvard T.H. Chan School of Public Health and
Harvard Kennedy School
Faculty Co-Chair, Harvard Advanced Leadership Initiative
PI, RWJF Culture of Health Grant

Dr. Howard K. Koh is the Harvey V. Fineberg Professor of the Practice of Public Health Leadership at the Harvard T. H. Chan School of Public Health and the Harvard Kennedy School. He is also Co-Chair of the Harvard Advanced Leadership Initiative.

From 2009-2014, Dr. Koh served as the 14th Assistant Secretary for Health for the U.S. Department of Health and Human Services (HHS). During that time, he oversaw 12 core public health offices, including the Office of the Surgeon General and the U.S. Public Health Service Commissioned Corps, 10 Regional Health Offices across the nation, and 10 Presidential and Secretarial advisory committees. He also served as senior public health advisor to the Secretary of HHS. During his tenure, he promoted the disease prevention and public health dimensions of the Affordable Care Act, advanced outreach to enroll underserved and minority populations into health insurance coverage and was the primary architect of landmark HHS strategic plans for tobacco control, health disparities (including Asian American and Pacific Islander health), and chronic hepatitis. He also led interdisciplinary implementation of Healthy People 2020 and the National HIV/AIDS Strategy, as well as initiatives in a multitude of other areas, such as nutrition and physical activity (including HHS activities for Let's Move!), cancer control, adult immunization, environmental health and climate change, women's health, adolescent health, behavioral health and substance use disorders, health literacy, multiple chronic conditions, organ donation and epilepsy.

Dr. Koh previously served at Harvard School of Public Health (2003-2009) as the Harvey V. Fineberg Professor of the Practice of Public Health, Associate Dean for Public Health Practice and Director of the Harvard School of Public Health Center for Public Health Preparedness. In an academic career where he has been Principal Investigator (PI) for over \$24 million in research grant activities, he is currently the PI of the Robert Wood Johnson Foundation – funded grant “Building a Culture of Health: A Business Leadership Imperative.”

He has published more than 250 articles in medical and public health literature, addressing areas such as disease prevention and health promotion, health reform, health equity (including Asian American, Native

Hawaiian and Pacific Islander Health), health and spirituality, health literacy and public health leadership. He has also written about more specific areas such as tobacco control and cancer control, melanoma and skin oncology, the opioid crisis, health issues of the homeless, chronic hepatitis, organ donation and epilepsy.



Harold Mitchell

CEO, ReGenesis Foundation

Former State Representative, South Carolina

Mr. Harold Mitchell, Jr., served as a Democratic State Representative in the South Carolina Legislature for 13 years before resigning in May 2017. During his time as State Representative, some of Mr. Mitchell's most well-known accomplishments included getting funding for The Children's Advocacy Center, The Spartanburg Children's Shelter, The Senior Centers of Spartanburg, and the CC Woodson Community Center. He received the National Black Caucus of State Legislators Regional Legislator of the Year Award in 2015 and the S.C. Environmental Awareness Award in 2009.

In 1997, Harold Mitchell, a long-term Spartanburg community resident, also founded the ReGenesis Community Development Corporation, an initiative he still serves today. The ReGenesis Foundation is a world-wide leader in developing and implementing programs focused on helping communities address environmental injustices through proper cleanup of polluted and hazarded areas, redevelopment and revitalization of local housing and business sectors, and providing proper healthcare access and options. They assist communities with building the partnerships and collaborations needed to turn hopeless communities into beacons of hope for the future.

In Spartanburg, SC, in particular, the Partnership worked with local residents to identify quality of life priorities for redevelopment and attracted millions of dollars for revitalization. Beginning with funding from the Environmental Protection Agency for site cleanup and redevelopment planning, the partnership has leveraged over \$250 million dollars for neighborhood reinvestment.



Gina McCarthy

Professor of the Practice of Public Health,
Director of the Center for Health and the Global Environment,
Harvard T.H. Chan School of Public Health

Gina McCarthy is Professor of the Practice of Public Health in the Department of Environmental Health at Harvard T.H. Chan School of Public Health and the Director of the Center for Health and the Global Environment. In this capacity, she leads the development of the School's strategy in climate science, health, and sustainability; strengthens the climate science and health curriculum; and liaises with climate science leaders across the University.

McCarthy has been a leading advocate for common sense strategies to protect public health and the environment for more than 30 years. She served under President Barack Obama as the 13th Administrator of the EPA from 2013–2017. Her tenure as EPA Administrator heralded a paradigm shift in national environmental policy, expressly linking it with global public health. She led EPA initiatives that cut air pollution, protected water resources, reduced greenhouse gases, and strengthened chemical safety to better protect more Americans, especially the most vulnerable, from negative health impacts. McCarthy signed the Clean Power Plan, which set the first-ever national standards for reducing carbon emissions from existing power plants, underscoring the country's commitment to domestic climate action and spurring international efforts that helped secure the Paris Climate Agreement. McCarthy worked with the United Nations and the World Health Organization on a variety of efforts and represented the U.S. on global initiatives to reduce high-risk sources of pollution.

A longtime public servant, McCarthy was previously Assistant Administrator for the EPA Office of Air and Radiation, Commissioner of the Connecticut Department of Environmental Protection, Deputy Secretary of the Massachusetts Office of Commonwealth Development, and Undersecretary of Policy for the Massachusetts Executive Office of Environmental Affairs.

After the Obama Administration, McCarthy became a Senior Leadership Fellow at both the Harvard Kennedy School of Government and Harvard T.H. Chan School of Public Health. In addition to her work at Harvard, McCarthy currently acts as an Operating Advisor at Pegasus Capital Advisors, a private equity firm in New York focused on the intersection of global sustainability, health and wellness.



Barbara McCartney

President, Nestlé HealthCare Nutrition, Inc.

Ms. Barbara McCartney currently serves as the President of Nestlé HealthCare Nutrition, Inc. Prior to this role, Ms. McCartney has served a variety of leadership roles within Nestlé, most recently as Regional Business Head for the Consumer Care portfolio at Nestlé Health Science, in which she oversaw a portfolio of retail nutritional drinks and supplements.

She has also served as Vice President of Marketing North America for Nestlé Health Science and Vice President of Retail Marketing for Nestlé Nutrition.

Ms. McCartney holds both an MBA and BS from Northwestern University.



John McDonough

Professor of the Practice of Public Health,
Director of the Center for Executive and
Continuing Professional Education,
Harvard T.H. Chan School of Public Health

John E. McDonough, DrPH, MPA is Professor of Public Health Practice in the Department of Health Policy & Management at the Harvard T.H. Chan School of Public Health and Director of the Center for Executive and Continuing Professional Education.

In 2010, he was the Joan H. Tisch Distinguished Fellow in Public Health at Hunter College in New York City. Between 2008 and 2010, he served as a Senior Advisor on National Health Reform to the U.S. Senate Committee on Health, Education, Labor and Pensions where he worked on the development and passage of the Affordable Care Act.

Between 2003 and 2008, he served as Executive Director of Health Care for All, Massachusetts' leading consumer health advocacy organization, where he played a key role in passage and implementation of the 2006 Massachusetts health reform law. Between 1998 and 2003, he was an Associate Professor at the Heller School at Brandeis University and a Senior Associate at the Schneider Institute for Health Policy. From 1985 to 1997, he served as a member of the Massachusetts House of Representatives where he co-chaired the Joint Committee on Health Care.

His articles have appeared in *Health Affairs*, the *New England Journal of Medicine* and other journals. He has written three books, *Inside National Health Reform*, published in September 2011 by the University of California Press and the Milbank Fund, *Experiencing Politics: A Legislator's Stories of Government and Health Care* by the University of California Press and the Milbank Fund in 2000, and *Interests, Ideas, and Deregulation: The Fate of Hospital Rate Setting* by the University of Michigan Press in 1998.

He received a doctorate in public health in 1996 from the School of Public Health at the University of Michigan and a master's in public administration from the John F. Kennedy School of Government at Harvard in 1990.



Rosabeth Moss Kanter

Ernest L. Arbuckle Professor of Business Administration,
Harvard Business School
Chair and Director, Harvard Advanced Leadership Initiative

Rosabeth Moss Kanter holds the Ernest L. Arbuckle Professorship at Harvard Business School, where she specializes in strategy, innovation, and leadership for change. She is also Chair and Director of the Harvard University Advanced Leadership Initiative, an innovation that helps successful leaders at the top of their professions apply their skills to national and global challenges in their next life stage. A collaboration across all of Harvard, the Advanced Leadership Initiative aims to build a new leadership force for the world. Her latest book, *MOVE: Putting America's Infrastructure Back in the Lead*, a New York Times' Book review Editor's Choice, is a sweeping look across industries and technologies shaping the future of mobility and the leadership required for transformation.

Her strategic and practical insights guide leaders of large and small organizations worldwide, through her teaching, writing, and direct consultation to major corporations and governments. The former chief Editor of Harvard Business Review, Professor Kanter has been repeatedly named to lists of the "50 most powerful women in the world" (Times of London), and the "50 most influential business thinkers in the world" (Thinkers 50). She has received 24 honorary doctoral degrees, as well as numerous leadership awards, lifetime achievement awards, and prizes. These include the Academy of Management's Distinguished Career Award for scholarly contributions to management knowledge; the World Teleport Association's "Intelligent Community Visionary of the Year" award; the International Leadership Award from the Association of Leadership Professionals; and the Warren Bennis Award for Leadership Excellence.

She is the author or coauthor of 19 books. Her book *The Change Masters* was named one of the most influential business books of the 20th century (Financial Times). *SuperCorp: How Vanguard Companies Create Innovation, Profits, Growth, and Social Good*, a manifesto for leadership of sustainable enterprises, was named one of the ten best business books of 2009 by Amazon.com. A related article, "How Great Companies Think Differently," received Harvard Business Review's 2011 McKinsey Award for the year's two best articles. *Confidence: How Winning Streaks & Losing Streaks Begin & End* (a New York Times business bestseller and #1 Business Week bestseller), describes the culture of high-performance organizations compared with those in decline and shows how to lead turnarounds, whether in businesses, schools, sports teams, or countries. *Men & Women of the Corporation*, winner of the C. Wright Mills award for the best book on social issues and called a classic, offers insight into

the individual and organizational factors that promote success or perpetuate disadvantage; a spin-off video, *A Tale of 'O': On Being Different*, is a widely-used tool for diversity training. A related book, *Work & Family in the United States*, set a policy agenda; later, a coalition of university centers created in her honor the Rosabeth Moss Kanter Award for the best research on work/family issues. Another award-winning book, *When Giants Learn to Dance*, showed how to master the new terms of competition at the dawn of the global information age. *World Class: Thriving Locally in the Global Economy* identified the rise of new business networks and dilemmas of globalization, a theme she continues to pursue in her new book *MOVE* and the Harvard Business School U.S. Competitiveness Project.

Through her consulting arm, Goodmeasure Inc., she advises numerous CEOs and has partnered with IBM on applying her leadership tools from business to other sectors as a Senior Advisor for IBM's Global Citizenship portfolio. She has served on many business and non-profit boards, such as City Year, the urban "Peace Corps" addressing the school dropout crisis through national service, and on a variety of national or regional commissions including the Governor's Council of Economic Advisors. She speaks widely, often sharing the platform with Presidents, Prime Ministers, and CEOs at national and international events, such as the World Economic Forum in Davos, Switzerland. Before joining the Harvard Business School faculty, she held tenured professorships at Yale University and Brandeis University and was a Fellow at Harvard Law School, simultaneously holding a Guggenheim Fellowship. Her Ph.D. is from the University of Michigan.



Amanda Rischbieth

Visiting Scientist, Harvard T.H. Chan School of Public Health
2017 Harvard Advanced Leadership Fellow

A former CEO of the National Heart Foundation in South Australia, Amanda is an Associate Professor at the University of Adelaide, an Australian Institute of Company Directors Fellow, and current Visiting Scientist at the Harvard T.H. Chan School of Public Health. She has over 30 years of experience in health across clinical, research, business and not-for-profit roles, including executive and company directorship positions.

Dr. Rischbieth came to Harvard University as a 2017 Fellow with the Harvard Advanced Leadership Initiative. In her current role as Visiting Scientist, Dr. Rischbieth serves as part of the Robert Wood Johnson Foundation grant, Building a Culture of Health: A Business Leadership Imperative.

Prior to ALI, Dr. Rischbieth headed several prominent Australian health sector organizations. She has collaborated on strategic efforts towards Australia becoming a leading country in organ donation and transplantation and launched an innovative international cancer clinical trials research unit.

Dr. Rischbieth holds both a Masters and PhD in Health Science from the University of Adelaide.



Meredith Rosenthal

Senior Associate Dean for Academic Affairs,
C. Boyden Gray Professor of Health Economics and Policy,
Harvard T.H. Chan School of Public Health
Faculty Co-Chair, Harvard Advanced Leadership Initiative

Dr. Rosenthal received her B.A. in International Relations (Commerce) from Brown University in 1990 and her Ph.D. in Health Policy (Economics track) from Harvard University in 1998.

Her research focuses primarily on policies that will help slow the growth in healthcare spending and improve value. These efforts include changes in payment incentives, benefit design, and the provision of information and behavioral “nudges” to both patients and providers. Her research has influenced the design of provider payment systems in both the public and private sectors. She has advised federal and state policymakers in healthcare payment policy and implementation. She has also testified in Congressional hearings on direct-to-consumer advertising of prescription drugs and pay-for-performance and in legislative hearings in California and Massachusetts concerning healthcare provider payment and benefit design policies.

Dr. Rosenthal’s work has been published in the *New England Journal of Medicine*, the *Journal of the American Medical Association*, *Health Affairs*, and numerous other peer-reviewed journals. In 2014, Dr. Rosenthal was elected to the Institute of Medicine (recently renamed the National Academy of Medicine).

Dr. Rosenthal is a member of the Committee on Higher Degrees in Health Policy, the Massachusetts Center for Healthcare Information and Analysis Oversight Board, and Board Chair of Massachusetts Health Quality Partners, a multi-stakeholder quality improvement organization. As Associate Dean for Diversity she works closely with the Dean’s Advisory Committee on Diversity and Inclusion (DACDI) on strategic planning and issues related to equity, diversity and inclusion affecting all members of the School community.



George Serafeim

Jakurski Family Associate Professor of Business Administration,
Harvard Business School

George Serafeim is the Jakurski Family Associate Professor of Business Administration at Harvard Business School. He has taught courses in the MBA, executive education and doctoral programs, and is currently teaching the elective course “Reimagining Capitalism: Business and Big Problems” in the MBA curriculum. He has presented his research in over 60 countries around the world and is one of the most popular business authors, according to rankings of the Social Science Research Network.

Professor Serafeim’s research focuses on measuring, driving and communicating corporate performance and social impact. His work is widely cited and has been published in the most prestigious academic and practitioner journals, such as *The Accounting Review*, *Strategic Management Journal*, *Journal of Accounting and Economics*, *Journal of Finance*, *Journal of Accounting Research*, *Management Science*, *Review of Accounting Studies*, *MIT Sloan Management Review*, and *Harvard Business Review*. His research has been recognized with numerous awards and is regularly cited in the media, including *The New York Times*, *Bloomberg*, *Financial Times*, *The Wall Street Journal*, *Economist*, *The Guardian*, *BBC*, *Le Monde*, *El País*, *Corriere della Sera*, *Washington Post*, and *NPR*.

Professor Serafeim collaborates with organizations that aim to create both economic and social value. He has served in several not-for-profit organizations including the board of directors of the High Meadows Institute, the working group of the Coalition for Inclusive Capitalism, and the Standards Council of the Sustainability Accounting Standards Board. He has expertise in professional services firms as the co-founder of KKS Advisors and a thought leadership board member of Palladium. He serves on the steering committee of the Athens Stock Exchange with responsibilities on market design and strategy. Moreover, he has extensive experience in investment management industry serving on the advisory board of several asset management firms.

Professor Serafeim earned his doctorate in business administration at Harvard Business School, where his dissertation was recognized with the Wyss Award for Excellence in Doctoral Research. He received a master’s degree in accounting and finance from the London School of Economics and Political Science, where he was awarded the Emeritus Professors’ Prize for best academic performance. He grew up in Athens, Greece.



Robert S. Huckman

Albert J. Weatherhead III Professor of Business Administration
Chair, MBA Required Curriculum
Harvard Business School

Robert Huckman is the Albert J. Weatherhead III Professor of Business Administration at Harvard Business School, the Faculty Chair of the HBS Healthcare Initiative, and the Chair of the MBA Required Curriculum. He currently teaches the second-year MBA course entitled Transforming Health Care Delivery and has previously taught both required and elective courses in Technology and Operations Management. Professor Huckman is the Faculty Chair of HBS' executive education program entitled Managing Health Care Delivery. He is also a Research Associate at the National Bureau of Economic Research and the Co-Chair of the management track of Harvard's doctoral program in health policy.

Professor Huckman's research focuses on the linkages between organizational characteristics and operating performance, with an emphasis on the health care industry. His articles have appeared in publications including the American Economic Review, Harvard Business Review, Health Affairs, the Journal of the American Medical Association, Management Science, and the New England Journal of Medicine. He is an associate editor of Management Science.

Professor Huckman received a Ph.D. in Business Economics from Harvard University and an A.B. in Public Policy, summa cum laude, from Princeton University, where he was elected to Phi Beta Kappa.

Prior to his graduate studies, Professor Huckman was a Principal and Founding Equity Member of Stamos Associates, Inc., a strategy and operations consulting firm serving clients in the health care industry. In 1997, Stamos Associates was acquired by Perot Systems, Inc. Professor Huckman has also worked at Booz Allen & Hamilton, Inc.



Gary Tickle
CEO, The Hain Celestial Group

Gary W. Tickle serves as the Chief Executive Officer for Hain Celestial North America. Mr. Tickle previously served as Chief Operating Officer for Hain Celestial United States. Gary joined the company in September 2016 after over 20 years in positions of increasing responsibility at Nestlé Group, most recently as President and Chief Executive Officer of Nestlé Infant Nutrition North America.

Mr. Tickle is a proven leader, both in the United States and internationally, having served in various executive roles driving innovation, global strategy development, and execution at Nestlé Group. Gary has previously served as Global Head of the Maternal and Infant Nutrition Strategic Business Unit in Vevey, Switzerland, Regional Business Head of Nestlé Nutrition and Executive Vice President of Nestlé India Ltd in New Delhi, India, and as Chief Executive Officer of Nestlé in Auckland, New Zealand.

Mr. Tickle holds a Master of Business Administration from Deakin University and a Bachelor of Business from the University of Southern Queensland.



Mark Tulay

Director, Strategic Investor Initiative (SII), CECP

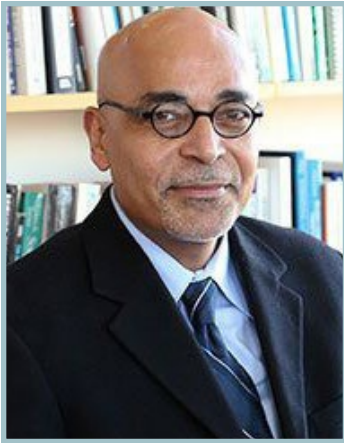
Mark Tulay serves as Director of the Strategic Investor Initiative (SII) at CECP. The SII seeks to address short-term market constraints that inhibit corporate strategies and investments to build resilient businesses and sustained long-term value. The SII is developing a new platform to enable CEO's, corporate directors, and institutional investors to discover common approaches, tools and other mechanisms to achieve long-term value for investors, relevant stakeholders and broader society.

Mark serves on the Board of Director's and was formerly COO for the Global Initiative for Sustainability Ratings (GISR). He is the Founder and CEO of Sustainability Risk Advisors which advises institutional investors and multinational corporations on the metrics and measurement of corporate sustainability performance.

Mark has served in leadership roles in sustainability initiatives for over 20 years, focusing on advancing the metrics, materiality and measurement of corporate sustainability performance. Mark has built complex and enduring partnerships between multinational companies, NGOs, sustainability experts and institutional investors. As Program Director and the first employee of Ceres, he was involved in the early stages of the Global Reporting Initiative (GRI). He worked at the Nature Conservancy, where he led the leadership phase of a \$60 million campaign to protect over a million acres of critical habitat in Massachusetts. Mark served in leadership research and organizational development positions at several sustainability research and ratings firms as well as investment firms, including Citizens Funds and KLD. He was the Head of Sustainability Research and Ratings for Institutional Shareholder Services (ISS) and RiskMetrics (now MSCI).

Mark is a frequent speaker on ESG issues at conferences from Dubai and Europe to South Korea. He has written extensively on the investor response to the BP Deepwater Horizon spill and on the role of standards to accelerate the integration of environmental, social and corporate governance factors in investment decisions. His coverage on sustainability issues includes Fortune Magazine, Forbes, The Washington Post, Business Ethics, Boston Globe, Greenbiz.com, and NPR. He is currently writing a white paper on Sustainability Ratings 2.0: The Transition to Sustainable Markets.

Mark serves on the Advisory Boards for Cornerstone Capital Group and holds an MBA from Northeastern University.



K “Vish” Viswanath

Lee Kum Kee Professor of Health Communication,
Harvard T.H. Chan School of Public Health and
Dana-Farber Cancer Institute

Dr. K. “Vish” Viswanath is a Professor of Health Communication in the Department of Social and Behavioral Sciences at the Harvard School of Public Health (HSPH) and in the McGraw-Patterson Center for Population Sciences at the Dana-Farber Cancer Institute (DFCI). He is also the Faculty Director of the Health Communication Core of the Dana-Farber/Harvard Cancer Center (DF/HCC). Dr. Viswanath is the Associate Director of the Lung Cancer Disparities Center at HSPH. He is also the Leader of the Cancer Risk and Disparities (CaRD) Program of the DF/HCC, and he is the founding Director of DF/HCC’s Enhancing Communications for Health Outcomes (ECHO) Laboratory. He chairs the Steering Committee for the Health Communication Concentration (HCC) at HSPH and teaches health communication courses within this concentration.

Dr. Viswanath’s work, drawing from literatures in communication science, social epidemiology, and social and health behavior sciences, focuses on translational communication science to influence public health policy and practice. His primary research is in documenting the relationship between communication inequalities, poverty and health disparities, and knowledge translation through community-based research to address health disparities. His research is supported by funding from private and public agencies, including the National Institutes of Health (NIH) and the Centers for Disease Control and Prevention (CDC).

Before coming to Harvard, Dr. Viswanath was the Acting Associate Director of the Behavioral Research Program, Division of Cancer Control and Population Sciences at the National Cancer Institute (NCI). There, Dr. Viswanath was responsible for scientific and administrative staff and fellows and oversaw extramural scientific developments in behavioral sciences at NCI. He was also a senior scientist in NCI’s Health Communication and Informatics Research Branch. He went to NCI from Ohio State University, where he was a tenured faculty member in the School of Journalism and Communication with an adjunct appointment in the School of Public Health. Dr. Viswanath was also a Center Scholar with Ohio State’s Center for Health Outcomes, Policy, and Evaluation Studies. Dr. Viswanath received his doctoral degree in Mass Communication from the University of Minnesota.



David Yates

Visiting Scholar,
University of North Carolina Center for Health Promotion and
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2016 Harvard Advanced Leadership Fellow

David Yates is currently a Visiting Scholar at the University of North Carolina Center for Health Promotion and Disease Prevention. Throughout his career, David has focused on the connection between nutrition and health.

In 2016, he was a fellow in the Harvard University Advanced Leadership Initiative. Previously, he was President of Nestlé HealthCare Nutrition, Inc. He joined Nestlé through the acquisition of Novartis Medical Nutrition by Nestlé S.A. At Novartis Medical Nutrition, Inc., he was the Regional Business Head for North America and previously held the same position in Europe.

David joined Novartis with the Gerber Products Business Unit as Marketing Director and successfully advanced to the position of Senior Vice President, North American Region Head. Prior to joining Novartis, he worked for Bayer AG and Alberto Culver in marketing and business development roles, both in the United States and internationally.

David holds a Bachelor of Arts in Economics and a Master of Business Administration in Marketing and Finance, both from the University of Chicago.



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