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Online

How to Be a Purpose-Driven, Global Business Professional

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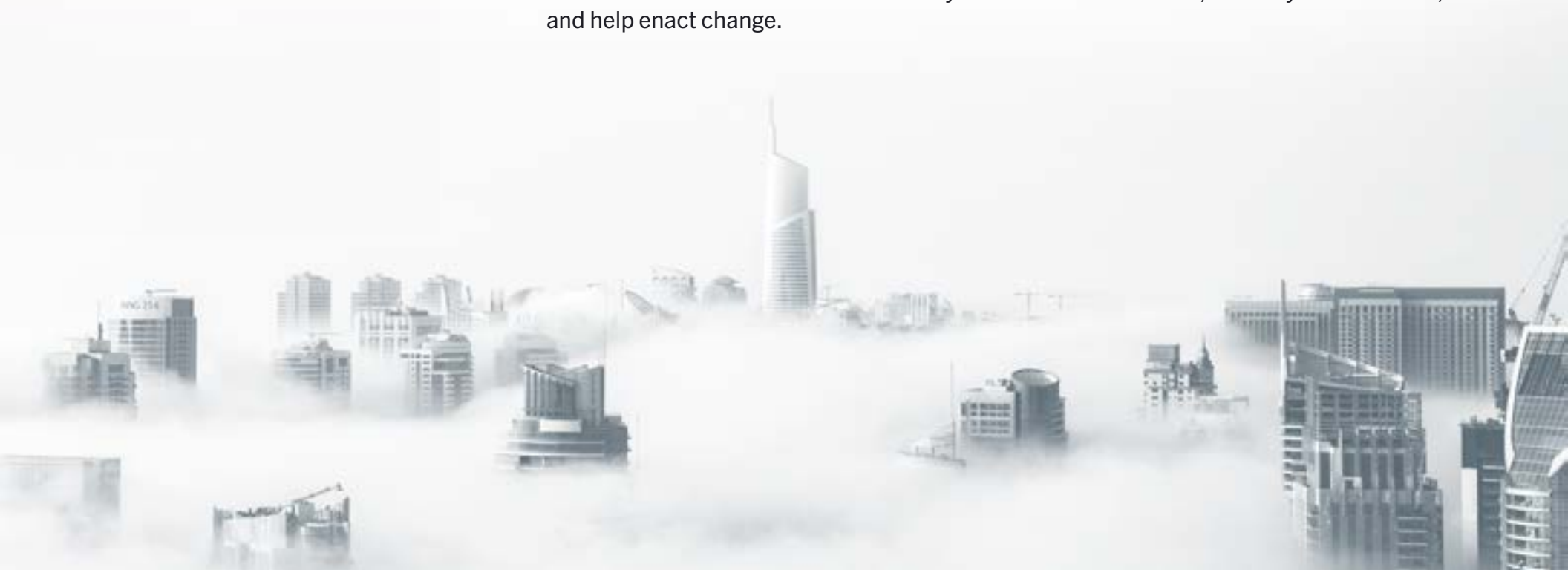
Climate change, environmental degradation, and inequality are some of the world's most pressing issues, and there's reason to believe businesses can lead the way to finding solutions. As a professional in a global, interconnected business world, you have a responsibility to make a positive impact on the planet.

Businesses' responsibility to positively impact the environment and society is referred to as **corporate social responsibility (CSR)**.

"You don't have to leave your values at the door when you come to work," says Harvard Business School Professor Rebecca Henderson in the online course [Sustainable Business Strategy](#). "Solving the big problems opens up opportunities that can enable you to have a successful and rewarding business career, while also helping to build a just and sustainable world."

If you're determined to make a difference, you can drive meaningful change— although it may be difficult to know where to start.


This e-book lays the groundwork for building the skills needed to define your purpose, make the case for CSR and sustainability to internal stakeholders, further your education, and help enact change.





Making the Business Case for Purpose

Global issues require global solutions. While climate change and human rights might seem like daunting problems, businesses are uniquely positioned to impact society on a systemic level. In this section, you'll explore the global nature of business and the benefits of being purpose-driven.



The Global Nature of Business

In a time of advanced technology, the world feels small not only in terms of accessibility but connectivity. It's impossible to avoid being impacted by the decisions made by others around the globe—and no field showcases this dynamic better than business.

Because humans share a finite amount of natural resources, every decision your business makes—whether hurting the environment or helping it—impacts others worldwide. If your business is international, you may already be aware of the global business landscape's delicate balance.

A business can be considered international in three ways:

- It produces goods domestically and sells domestically and internationally.
- It produces goods in a different country but sells domestically.
- It produces goods in a different country and sells domestically and internationally.

If any of these scenarios apply to your organization, consider how each component of your supply chain impacts the community it operates in; how your customers' locations affect your products' impact on the earth; and how the policies, laws, and cultures in each of those places can help or hinder your sustainability and CSR efforts.



“I’ve been able to understand the macroeconomic policies being implemented by, and imposed on, my country, and the implications they have on our lives. This has equipped me with more tools to make better decisions. The course has been tremendously useful and eye-opening.”

Daniela Fierro Touché
Global Business Participant

Even if your company strictly produces and sells domestically, others' purpose-driven efforts (or lack thereof) around the world can impact your business and market segment. It's important to understand the dynamics between countries, international companies, and where your firm fits into the global sustainability and social cause landscapes.

"We live in an age of globalization," HBS Professor Forest Reinhardt says in the course [Global Business](#). "That is, national economies are ever more tightly connected with one another than ever before."

Solutions to global issues must be global too, and business professionals are uniquely positioned to effect large-scale change while maintaining profitability. Making the business case for purpose is critical to adopting this mindset. Here are nine benefits of being a purpose-driven business.



9 Benefits of Being a Purpose-Driven Business

1. It Drives Profit

Once believed to be disparate goals, profitability, CSR, and sustainability can, and do, go hand in hand. To make the business case for sustainability to key stakeholders and decision-makers in your organization, you need to learn how it can pay off. Henderson drives this point home in [Sustainable Business Strategy](#).

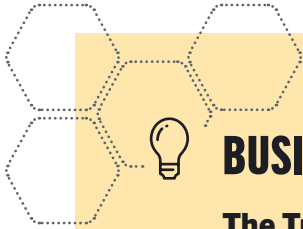
“In many situations, it’s possible to do the right thing and make money at the same time,” she says. “Indeed, there’s good reason to believe that solving the world’s problems presents trillions of dollars’ worth of economic opportunity.”

Henderson calls this intersection of “doing good” and “doing well” the process of **creating shared value**. A few hypothetical examples are:

- Your organization finds that switching from traditional plastic to biodegradable packaging not only reduces waste created in your product’s lifecycle but also saves money.
- Your organization cuts ties with a farm that treats workers inhumanely, which costs money in the short term but pays off when customers learn of your dedication to human rights and choose it over competitors.
- Your organization switches from using coal to clean, renewable energy to power its manufacturing facilities. When the price of coal skyrockets, your company avoids paying the price while cutting its carbon emissions.

Many companies start their purpose-driven journey upon realizing sustainable and socially responsible choices are often the most financially sound.





BUSINESS INSIGHT

The Triple Bottom Line

The triple bottom line is a business concept that posits firms should commit to measuring their social and environmental impact—in addition to their financial performance—rather than solely focusing on generating profit, or the standard “bottom line.” It can be broken down into “three Ps”: profit, people, and the planet.



PROFIT

Profit refers to the financial return a company is able to generate for its shareholders. In a capitalist economy, many firms’ success is determined by its profitability alone.



PEOPLE

People refers to a company’s commitment to making societal impact. The people impacted by a firm’s decisions can include its employees, customers, and community members on a local or global level.



PLANET

Planet refers to an organization’s impact on the environment. While businesses have historically been the greatest contributors to climate change, they also hold the keys to driving positive environmental change.

2. It Drives Internal Innovation

Making the switch to sustainable, socially conscious business practices provides opportunity for new, innovative ideas to grow. Consider this your chance to question the way your organization operates. Ask questions such as:

- *Are there inefficiencies in our production process?*
- *Are there alternatives to how we currently source production materials?*
- *What equipment or technology could make our internal processes and product delivery more energy efficient?*
- *Are employees at every stage of the supply chain treated legally, fairly, and humanely?*
- *What opportunities exist for our business to serve a need in the community?*

These types of questions reveal opportunities to save money on energy and reassess how ethically you source materials. They can also shake up the mindset of “this is how we’ve always done it” and prompt innovative ideas for new business opportunities.



3. It Improves Environmental and Supply Risk

Investing in more sustainable practices can pay off in the form of risk management. By using renewable resources—such as wind, water, and solar power—your company has greater security over its energy sources.

This can also offer financial benefits. For example, if your company switches from coal to clean energy, you can avoid the hassle and cost when coal prices skyrocket.



BUSINESS INSIGHT

Environmental, Social, and Governance (ESG) Factors

An organization's impact can be evaluated using ESG factors. By evaluating your company's efforts based on these three categories, you can maintain sight of the big picture and ensure your strategy is having its intended impact. ESG factors are also commonly used by those in the fields of impact investing and [sustainable investing](#) to assess opportunities. Here's a breakdown of each factor:



Environmental factors consider a company's impact on the environment, such as its carbon footprint, waste, water use and conservation, and clean technology in its supply chain.



Social refers to the social impact a company or fund has within society and how it advocates for social good and change within the broader community. Analysts look closely at a company's involvement and stances on social issues such as human rights, racial diversity within hiring and inclusion programs, the health and safety of its employees and board members, and community engagement.



Governance deals with how a company is managed, or "governed," for driving positive change. It encompasses reviewing the quality of management and the board, executive compensation and diversity, shareholder rights, overall transparency and disclosure, anti-corruption, and even corporate political contributions.

4. It Attracts and Retains Employees

Being a purpose-driven company can have a big impact on attracting and retaining talent.

A [recent survey](#) conducted by clean energy company Swytech found that nearly 70 percent of employees report that their company's strong sustainability program impacts their decision to stay with it long term.

The same survey reports that 75 percent of millennials—who will make up three-quarters of the workforce in five years—would take a decrease in salary if it meant working for an environmentally responsible company. Nearly 40 percent selected one job over another because of an organization's sustainability practices.

Committing to sustainability and human rights efforts puts your company's values at the forefront, which can attract employees and job seekers who share those values. Hiring and retaining the right team can save your organization the time and money of having to rehire for multiple roles.

5. It Expands Audience Reach and Builds Brand Loyalty

Being a purpose-driven business can not only help attract and keep the right employees but build a broader, more loyal customer base.

[Research in the Harvard Business Review](#) shows that sustainable businesses see greater financial gains than their unsustainable counterparts. In addition, consumers' motivation to buy from sustainable brands is on the rise. For instance, products with an on-package sustainability claim delivered nearly \$114 billion in sales in 2019—a 29 percent increase from 2013—and products marketed as sustainable grew more than five times faster than those that weren't.

Adopting sustainable practices and social responsibility efforts—as well as marketing appropriately—can enable your business to reach new, socially responsible market segments while building brand loyalty among your customer base.



PUROPSE-DRIVEN PROFILE: BEN & JERRY'S

Ben & Jerry's Social Mission

At Ben & Jerry's, positively impacting society is just as important as producing premium ice cream.

In 2012, the company became a [certified B Corporation](#), a business that balances purpose and profit by meeting the highest standards of social and environmental performance, public transparency, and legal accountability.

As part of its overarching commitment to leading with progressive values, the ice cream maker established the [Ben & Jerry's Foundation](#) in 1985, an organization dedicated to supporting grassroots movements that drive social change.

Each year, the foundation awards approximately [\\$2.5 million in grants](#) to organizations in Vermont and across the United States. Grant recipients have included the United Workers Association, a human rights group striving to end poverty, and the Clean Air Coalition, an environmental health and justice organization.

The foundation's work earned it a [National Committee for Responsive Philanthropy Award](#) in 2014, and it continues to sponsor efforts to find solutions to systemic problems at both local and national levels.



"I'm early in my career and looking for a path to becoming a chief sustainability officer or sustainability manager with a company I can align my values with. This class seemed like the perfect opportunity to give me the right tools to learn more about this field."

Desirée Kaplan

Sustainable Business
Strategy Participant

6. It Reduces Production Costs

One of the simplest ways to practice sustainability in business is by using fewer resources—or more sustainable ones—to decrease production costs.

Examining your supply chain, production process, and energy use at brick-and-mortar stores and office buildings can help identify places where cutting back on finite resources and switching to greener alternatives is a cheaper option.

“Some firms invest in sustainability because the business case is so glaringly obvious, they’d be foolish not to,” Henderson says in *Sustainable Business Strategy*.

7. It Garner Positive Publicity

Another outcome of being a purpose-drive organization is the positive publicity it can garner—especially if it’s a divergence from your business’s previously established practices or industry standards. Your switch to sustainability and investment in social good can call for press releases and announcements.

Side effects of this positive publicity can be employee pride, ethically minded job applicants, and increased customer loyalty and referral rates.

8. It Helps You Stand Out in a Competitive Market

In a competitive market, any way to differentiate your product and brand from your competitors is valuable. Sustainable and socially beneficial business practices can be a positive way to stand out if your competitors haven’t adopted those practices themselves or match them if they’ve already made the switch.

Calling back to [research](#) in the *Harvard Business Review*, consumers’ focus on brands’ sustainability practices is on the rise, and those of your business could be the sole reason consumers choose your product over competitors’.



9. It Sets the Industry Trend

Leading with purpose not only helps your company stand out against competitors but also influences their behaviors. If your organization is one of the first in its field to adopt sustainable, socially beneficial practices. It could set it apart as a trendsetter and prompt other companies to follow suit.

“The leaders—the firms who are driving real change and reaping the benefits of being first-movers—are often as motivated by a driving desire to make a difference as they are by the wish to make money,” Henderson says in Sustainable Business Strategy.



Now that you understand the benefits of being a purpose-driven business, you need the skills to lead change. Learn more in the next section about the skills needed to become a purpose-driven professional.



PURPOSE-DRIVEN PROFILE: SUSTAINABLE HARVEST INTERNATIONAL

Sustainable Harvest International’s Dedication to Reversing the Effects of Climate Change

Sustainable Harvest International (SHI) is a nonprofit organization that has provided training and tools to rural farmers for more than 20 years, enabling them to improve their diet, income, and health, while also working against the effects of climate change and slash-and-burn farming tactics.

As reported by the [United Nations](#), the reversal of climate change by the year 2030 is linked to the crucial reduction of poverty. According to [SHI](#), 30 to 40 percent of deforestation is the result of small-scale farmers struggling to support their families with unsustainable farming techniques, simply because they aren’t aware of sustainable alternatives.

By teaching sustainable farming practices, SHI has helped over 3,000 families in Central America regenerate roughly 30,000 acres of previously degenerated land.

HBS Online partnered with SHI in the [Community Challenge in 2020](#), during which HBS Online learners were tasked with developing business plans to help SHI scale its impact by creating ventures that offset financial costs and increased farmers’ benefits.



Getting Started: Skills for the Purpose-Driven Professional

Leading with purpose requires thinking globally, strategizing sustainably, and positively impacting society. Here are nine skills to develop to succeed as a purpose-driven professional.

9 Skills for the Purpose-Driven Professional

1. Identifying Purpose and Finding Your “Why”

Before you implement sustainability and CSR practices at your organization, ensure you have a basic understanding of environmental science and climate change. You should also know the social issues most prevalent in your industry and community and the systemic nature of both.

The next step is to learn how your business impacts each of those areas. For instance, what’s your organization’s carbon emission level? Does your entire supply chain support fair labor rights? What does your business contribute to the communities it resides in? This part of the process may take a while and require a formal sustainability or CSR audit.

Although different for every company, some factors to consider when conducting a sustainability audit include:

- Current employees’ happiness, rights, representation, and quality of life
- Waste produced annually
- Carbon emission levels
- Toxins used in the manufacturing process
- Volunteerism and civic engagement
- Waste and toxins created in the product life cycle
- Required infrastructure to support sustainable practices

Once you understand how your company’s performing in each area of sustainability and CSR, identify where you can improve. You may start with one high-effort, high-impact task, or commit to tackling multiple areas deemed “low-hanging fruit.”

Finally, reflect on what drives you to implement sustainability and CSR practices. Perhaps it’s a personal tie to a specific cause, a recent event related to human rights or climate change, or a passion for making a positive difference. With a clear “why” behind your purpose, you can lead with both logic and passion.

“Adopting a purpose will not hurt your performance if you do it authentically and well,” Henderson said in a [Facebook Live event](#). “If you’re able to link your purpose to the strategic vision of the company in a way that really gets people aligned and facing in the right direction, then you have the possibility of outperforming your competitors.”



2. Pitching Purpose

Once potential purpose-driven project ideas have emerged, you need to prove their value to stakeholders and decision-makers.

One way to do so is by calculating the anticipated return on investment using this formula:

$$\text{ROI} = (\text{NET PROFIT} / \text{COST OF INVESTMENT}) \times 100$$

If the ROI calculation yields a positive percentage, the project is financially worth pursuing. If it yields a negative percentage, the project isn't predicted to bring in more money than it costs to deploy. If the ROI is equal to zero, it means the project is expected to draw in as much money as it costs, and it's up to you to decide if it's worth the effort.

Consider what the ROI will be for projects that impact the environment and society, and use that information to make the case that pursuing sustainability and CSR efforts is a wise, profitable decision.

In addition to calculating ROI, pitch your case to stakeholders in a clear, compelling way. Consider creating a slide deck with key points, practicing in advance, and providing concrete examples of the benefits sustainability and CSR can bring to your firm.

3. Communication of Purpose

In a business setting, your sense of purpose is only as effective as your ability to communicate it. Effective communication skills can be strengthened through preparation and practice.

Return to your “why.” Consider the perspectives of your team members and stakeholders. What do they need to understand why the purpose is important to you and a worthwhile investment? How will you encourage them to gain a sense of purpose around sustainability and CSR?

Consider using the following communication tactics:

- **Storytelling:** Tell a true story that illustrates your point.
- **Self-disclosure:** Describe your “aha” moment. When did you first begin to care about sustainability or CSR in business?
- **Statistics:** Share statistics that communicate the urgency and timeliness of the issues.
- **Data visualization:** Present compelling data trends in a clear, visually appealing way.
- **Personal reflection questions:** Ask questions prompting others to reflect on their connection to a sustainable future. For instance, “How do you want to contribute to the world your children will inherit?” or “What role do you want to play in redefining the future of our industry?”

4. Strong Leadership

If your organization isn't currently engaged in sustainability and CSR efforts, you need strong leadership skills to enter the field.

These include knowing how to delegate tasks and empower others, maintaining team resilience when circumstances change, communicating organizational change effectively, and remaining authentic and in tune with your team.

In the online course [Leadership Principles](#), HBS professors Joshua Margolis and Anthony Mayo note there are three needs leaders should address when mobilizing employees:

1. Orienting the team's beliefs—both about themselves and the challenges and opportunities they face
2. Equipping team members with the practices and habits to take on challenges and opportunities and achieve the desired end goal
3. Igniting employees' emotions so the drive to learn and deliver comes from within

Rallying your team around a purpose is an effective way to instill a commitment to organizational goals and make employees feel like the work they do matters. [In a survey by EY and the Harvard Business Review](#), 89 percent of executives said a strong sense of collective purpose drives employee satisfaction.

Additionally, leaders are sometimes required to make difficult decisions based only on available information and current circumstances. As the fields of CSR and sustainability are ever-changing, you need to think quickly, take all perspectives into account, and make decisions with the community and environment's best interests in mind.



5. Innovative Thinking and Creative Problem-Solving

Reimagining a sustainable path forward for your business requires out-of-the-box thinking. It's easy to get stuck in the ways your company has always done things, but pivoting to sustainable and socially conscious practices requires innovative ideas and a willingness to try them.

To cultivate innovation and creative problem-solving within your organization, hold brainstorming sessions in which every idea is written down without judgment. A supportive culture around idea-sharing enables people to feel comfortable expressing less mainstream thoughts.



PURPOSE-DRIVEN PROFILE: LEGO

Lego's Commitment to Sustainability

As one of the most reputable companies in the world, Lego aims to not only help children develop through creative play, but foster a healthy planet.

Lego is the first, and only, toy company to be named a [World Wildlife Fund Climate Savers Partner](#), marking its pledge to reduce its carbon impact. And its commitment to sustainability extends beyond its partnerships.

By 2030, the toymaker plans to use [environmentally friendly materials](#) to produce all of its core products and packaging—and it's already taken key steps to achieve that goal.

Over the course of 2013 and 2014, Lego shrunk its box sizes by [14 percent](#), saving approximately 7,000 tons of cardboard. Then, in 2018, the company introduced 150 botanical pieces [made from sustainably sourced sugarcane](#)—a break from the petroleum-based plastic typically used to produce the company's signature building blocks. The company has also recently committed to removing all single-use plastic packaging from its materials by 2025, among [other initiatives](#).

Through all of these initiatives, Lego is well on its way to tackling pressing environmental challenges and furthering its mission to help build a more sustainable future.

6. Emotional Intelligence

To address the world's most pressing issues, you need to lead with curiosity, empathy, and self-awareness. Traits like these are often described together as **emotional intelligence**, or the ability to perceive and manage others' emotions while recognizing and regulating your own.

There's no specific definition as to what constitutes an emotionally intelligent person. However, they tend to exhibit:

- **Self-awareness:** Knowing their strengths, weaknesses, emotions, beliefs, and motivations, and leveraging them to reach goals
- **Self-regulation:** Recognizing their emotions and impulses—especially negative emotions, such as anger—and regulating their responses to prevent outbursts that could threaten negotiations or business deals
- **Empathy:** Understanding others' personal experiences and emotions
- **Motivation:** Inspiring not just themselves but others

Emotional intelligence is a critical skill for all business professionals. It's especially important in global business, where cultural or language barriers can make it difficult to connect with others.

7. Cultural Awareness

Every culture has unique nuances and quirks, which ultimately makes the world a varied, beautiful, and interesting place. Yet, cultural differences can occasionally lead to misunderstandings, wrecked deals, or international embarrassment (depending on the prominence of the faux pas).

When tackling global issues, you need to interact with people of various cultures, which requires understanding and respecting their languages, social norms, holidays, and beliefs.

Strong cultural awareness can ensure the message you communicate and actions you take always propel you toward your goal. For example, you might want to craft a marketing campaign that resonates with the local community or foster an atmosphere of respect during a negotiation. Poor cultural awareness can leave you with a message that flops or business deal that breaks down due to a perceived slight you never intended.



PURPOSE-DRIVEN PROFILE: STARBUCKS

Starbucks's Commitment to Ethical Sourcing

Starbucks launched its first corporate social responsibility report in 2002 with the goal of becoming as well-known for its CSR initiatives as for its products. One of the ways the brand has fulfilled this goal is through ethical sourcing.

In 2015, Starbucks verified that 99 percent of its coffee supply chain is ethically sourced, and it seeks to boost that figure to 100 percent through continued efforts and partnerships with local coffee farmers and organizations.

The brand bases its approach on Coffee and Farmer Equity (CAFE) Practices, one of the coffee industry's first set of ethical sourcing standards created in collaboration with Conservation International. CAFE assesses coffee farms against specific economic, social, and environmental standards, ensuring Starbucks can source its product while maintaining a positive social impact.

For its work, Starbucks was named one of the world's most ethical companies in 2021 by global research firm Ethisphere.



8. Foundational Knowledge of Macroeconomics & International Supply Chains

Engaging in global issues requires a basic knowledge of macroeconomics and the way international supply chains work. To start, develop an understanding of economic metrics you can use to compare countries on a one-to-one basis and other factors that impact a country's economic health, including:

- Gross domestic product (GDP)
- Unemployment rate
- Inflation rate
- Degree of income inequality
- Currency exchange rate

“It seems obvious why companies with operations or customers spanning the globe would have to worry about global macroeconomics,” Reinhardt says in *Global Business*. “If exchange rates move or inflation changes at different rates in different countries, it’s going to affect the economic performance of those firms.”

Reinhardt also stresses that domestically operated companies need to understand macroeconomics.

“What about companies that make a product domestically and sell it domestically?” he asks.

“Are they exposed to the global economy? It seems natural to say ‘no,’ but that turns out not to be the case.”

The intricacies of international supply chains hold ample opportunity to impact the environment and society. Understanding how your business operates within its supply chain can help you act on the purpose you’ve adopted. Along with learning a common language with which to assess and compare different countries’ economic performances, this can provide a foundation for your sustainability and CSR efforts to make an impact globally.



9. Leveraging Data Analysis

Other important skills to have before diving into sustainability include collecting, analyzing, and reporting on data.

Tracking and analyzing the results of your organization's efforts over time—along with their effect on your business—can enable you to prove their impact and communicate it through data visualizations.

This information can influence business strategy moving forward. For instance, if your initiative to decrease carbon emissions isn't producing results as quickly as anticipated, perhaps your team will decide to pivot to a new method to see if the rate of change increases.



Once you've built and strengthened your skill set, you have a foundation on which to grow into a purpose-driven professional. As a next step, consider taking a course. The next section outlines how to find one that fits your needs.



BUSINESS INSIGHT

What Is a Corporate Social Responsibility Report?

A **corporate social responsibility (CSR) report** is a document companies use to communicate CSR efforts and their impact on the environment and community. An organization's CSR efforts can fall into four categories: environmental, ethical, philanthropic, and economic.

CSR reports are a way for an organization to communicate its mission, efforts, and outcomes to external and internal stakeholders. In addition to employees, decision-makers, and shareholders, these include customers, the local community, and society at large.

If a company has been bold and successful in its CSR efforts, the release of its CSR report is as much a communication tool as it is a marketing and public relations event.

Releasing a CSR report on an annual basis can also create accountability. If a goal isn't reached in its intended time frame, the CSR reporting process can prompt an examination of how the project went off track and what can be done to realign and accomplish the goal in a realistic timeframe.

Use these reports to highlight your organization's achievements and build social responsibility into your brand's identity.

The background is a solid red color. It features a pattern of overlapping hexagons in various shades of red and white. Some hexagons are solid, while others are outlined with a dotted pattern. The overall effect is a modern, geometric design.

Expanding Your Impact: Continuing Education

This e-book has given you a starting point for your purpose-driven business journey. The next step is to deepen your knowledge and connect with other professionals striving to positively impact society and the environment, which can be achieved by taking a course.

Selecting an HBS Online Course: 4 Steps

HBS Online offers several courses in the Business in Society subject area that can help further your understanding of what it means to be a responsible, global professional and lead impactful change. You can determine which course is right for you in four steps:

Take stock: Consider your current knowledge of corporate social responsibility, sustainability, macroeconomics, and global business.

Define your goals: What do you hope to gain from a course? What do you want to do for your organization and in your career?

Assess your schedule: How many hours per week can you commit to your education?

Select a course: Use the comparison table below to determine which HBS Online Business in Society course is right for you and your goals.

Basic Info	What You'll Learn	Who Will Benefit
<p>Sustainable Business Strategy Faculty: Rebecca Henderson Course Length: 3 Weeks Learn More</p>	<ul style="list-style-type: none"> Analyze the business models that drive change Explore why collective efforts matter and how business can be a catalyst for system-level change in the face of significant global issues Examine the broader environmental, political, and social landscape in which you operate, including the role of government, investors, and customers 	<ul style="list-style-type: none"> Purpose-driven professionals who want to effect change in the for-profit space CSR and consulting professionals who want to identify and achieve strategic sustainability and CSR goals Leaders and entrepreneurs who want to take a values-driven approach to business success
<p>Global Business Faculty: Forest Reinhardt Course Length: 4 Weeks Learn More</p>	<ul style="list-style-type: none"> Assess the impact of macroeconomic, political, and social indicators on business decisions Identify the challenges and opportunities that government and politics can create for you and your business from a strategic standpoint Learn distinct approaches and frameworks that help you think about the world and organize information 	<ul style="list-style-type: none"> Forward-thinking strategists who want to develop business strategies with a global perspective Entrepreneurs hoping to gain the skills needed to grow an international business Professionals who need the frameworks and skills to approach complex, heavily regulated industries

Basic Info	What You'll Learn	Who Will Benefit
<p>Leadership, Ethics, and Corporate Accountability Faculty: Nien-hê Hsieh Course Length: 6 Weeks Learn More</p>	<ul style="list-style-type: none"> • Develop a framework for understanding responsibilities in your business relationships with investors, customers, employees, and society • Address conflicting economic, legal, and ethical responsibilities • Build a toolkit for making tough decisions throughout your career 	<ul style="list-style-type: none"> • First-time managers and individual contributors getting ready to become leaders by determining how to deliver on their responsibilities to stakeholders • Mid-career professionals preparing for roles in which they'll need to make tough, ethically challenging decisions • Entrepreneurs confronting new leadership challenges as they grow their ventures
<p>Sustainable Investing Faculty: Shawn Cole & Vikram Gandhi Course Length: 6 Weeks Learn More</p>	<ul style="list-style-type: none"> • Understand how to incorporate ESG factors into investment decisions and define and manage their success • Apply frameworks to evaluate, measure, and monitor sustainable investment opportunities • Gain insights into the climate risk inherent in investment opportunities and how to integrate those implications into financial models • Learn cutting-edge implementation strategies and how to use them to best serve your clients' goals 	<ul style="list-style-type: none"> • Socially motivated and institutional investors seeking to understand the impact their investments have on the environment • Consultants or government, business, and nonprofit leaders who need the insights, frameworks, and skills to assess investment opportunities based on ESG factors • Students and early-career professionals interested in a career in sustainable investing
<p>Power and Influence for Positive Impact Faculty: Julie Battilana Course Length: 6 Weeks Learn More</p>	<ul style="list-style-type: none"> • Understand the nature of power, common fallacies, and how to get things done with limited positional authority • Evaluate your personal influence style and develop influence skills to shift power dynamics • Assess an environment's readiness for change and the roles leaders must assume to implement change • Understand how to manage power ethically and responsibly and hold the powerful accountable 	<ul style="list-style-type: none"> • Early-career professionals who want to gain credibility and impact in their work • Managers navigating organizational politics • Aspiring entrepreneurs (including social entrepreneurs) aiming to challenge the status quo • Nonprofit and public sector professionals seeking to influence their organizations and society broadly



With the proper skills and tools to identify, pitch, hone, and act on purpose, you're prepared to start your journey as a purpose-driven business professional. By deepening your knowledge with a course that meets your needs, you can unlock your potential to enact positive, global change.

To learn more about what **HBS Online**
can do for you, visit online.hbs.edu.



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