

S O C I

A L

WHAT'S LOVE GOT  
TO DO WITH IT?

—

E N

T E R P

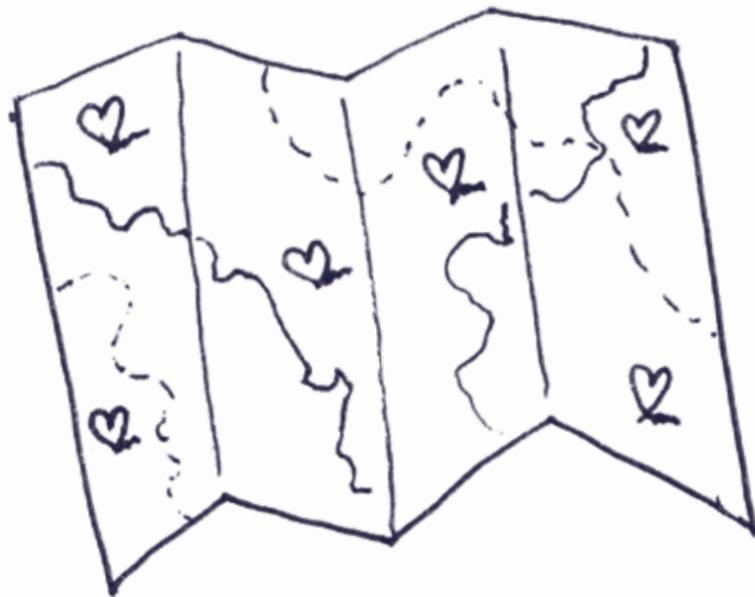
R I S E

WRITTEN BY

David Floyd  
for Intentionality CIC



## Love is everywhere.



**Eros** - refers to intimate love or romantic love

**Philia** - refers to friendship as a kind of love

**Ludus** - a love that is played as a game or sport

**Agape** - refers to selfless love

**Pragma** - love that is driven by the head, not the heart

**Philautia** - love of the self

**There's never a shortage of people appearing in the media explaining how much they love their families, their country or their favourite pizza topping.**

Popular musicians have suggested that love makes the world go around, while poets think it might be a red, red rose or a dog from hell.

In the promotional material for their 'Festival of Love', The Southbank Centre claims that 'the Ancient Greeks had around 30 words to describe love in all its shades and complexities'.

While it's possible that they're actually thinking of Inuit words for snow, the Ancient Greeks definitely did have at least six words for love - Eros, Philia, Ludus, Agape, Pragma and Philautia - with significantly different meanings<sup>1</sup>.

Fast-forward a few thousand years and most of us have an idea (or some ideas) about what love is. Some of us believe strongly in these ideas but few of us have the same ideas. Love remains elusive, confusing and difficult to pin down.

That elusive quality is something love shares with 'social enterprise'. While fewer people have strong ideas about what social enterprise means - and, as far as we know, the Ancient Greeks had no words for it at all - those who do know what social enterprise is have just as diverse a range of views, equally passionately held. The social enterprise umbrella organisation, Social Enterprise UK<sup>2</sup>, answers the question 'What are Social Enterprises?' by saying:

"Social enterprises come in many shapes and sizes from large national and international businesses to small community-based enterprises. But they all:

- **Are businesses that aim to generate their income by selling goods and services,**

**rather than through grants and donations**

- **Are set up to specifically make a difference**
- **Reinvest the profits they make in their social mission"**

Get five social entrepreneurs in a room and you'll easily get at least five more possible definitions, but one point most social entrepreneurs can agree on is that 'social enterprises are businesses that exist to do good'. Of course, other businesses that don't describe themselves as social enterprises often do good too - they create employment, they sell us stuff that we want - but that isn't the primary reason for their existence.

Love is discussed as a concept in the mainstream business world. In 2002, Tim Sanders, the then Chief Solutions Officer at Yahoo (which was a major online business), wrote a whole book on the subject called *Love is The Killer App*. For Sanders, though, love is primarily viewed as a business strategy as he explained in an article for Fast Company<sup>3</sup>: "Love is the act of intelligently and sensibly sharing your knowledge, networks and compassion with your business partners...The less you expect in return for acts of professional generosity, the more you will receive."

At Intentionality, our hypothesis is not that love is a means to a commercial end but that love is the reason (or, at least, part of the reason) why social entrepreneurs do what they do and is pivotal to (or, at least, part of) their method; love dictates how they do it. It's love that means social enterprises want to make the biggest possible, positive difference to the well-being of individuals and communities. That love is the glue that holds friendships, relationships, social

circles and communities together, contributing significantly to well-being.

This is not a view that can be proven one way or the other, so instead we decided to ask some social entrepreneurs, supporters and commentators what they thought about love and its role in social enterprise.

### **This included questions about:**

**Motivation** - To what extent was love a motivation for starting their social enterprise? Who did they start their social enterprise for? Is there something irrational about starting a social enterprise rather than just starting a business?

**Environment** - What does a loving business look like? How do social enterprises create a loving environment for both the staff and customers?

**Business models** - How is love reflected in a social enterprise's business model? How is a loving business different from a business that just provides people with products and services that they want? What is the relationship between a social enterprise and its customers?

**Making a difference** - How do social enterprises know whether they are giving people the love they need to improve their lives? To what extent is there a conflict between a social enterprise's intention to operate in a loving way and the need to survive in a commercial environment?

With so many options on offer, we didn't start with a specific definition of love but there are some potential angles that we chose specifically not to explore in this paper. That means there is no section on erotic love in the workplace, although some interviewees did talk about the difficulty of discussing wider

notions of love due to the danger that it will be associated with erotic love.

We also chose not to ask the question: is social enterprise sexy?<sup>4</sup>

We carried out 11 interviews - a mixture of face-to-face and telephone discussion - plus an online survey and a workshop event at social enterprise unconference, *OxfordJam*<sup>5</sup>.

This is not intended to be a representative piece of research. It's a record of what we've learnt from discussions with a self-selecting sample of people who wanted to talk to us about the connections between love and social enterprise.

While some of our interviewees thought making that connection was a bad idea, we clearly don't have any way of representing the views of people who just aren't interested. Consequently, there's no suggestion that this paper provides evidence.

What this paper does do is suggest love as a possible explanation to some of the biggest questions about what social enterprise is for and how social enterprises work - and provides plenty of food for thought about how we could do social enterprise better.

<sup>1</sup>[www.yesmagazine.org/happiness/the-ancient-greeks-6-words-for-love-and-why-knowing-them-can-change-your-life](http://www.yesmagazine.org/happiness/the-ancient-greeks-6-words-for-love-and-why-knowing-them-can-change-your-life)

<sup>2</sup>[www.socialenterprise.org.uk](http://www.socialenterprise.org.uk)

<sup>3</sup>[www.fastcompany.com/44541/love-killer-app](http://www.fastcompany.com/44541/love-killer-app)

<sup>4</sup>More often than not, it really isn't

<sup>5</sup>[www.oxfordjam.org.uk](http://www.oxfordjam.org.uk)

# ASPECTS OF LOVE

31 DIFFERENT WAYS OF SEEING LOVE:

- 01 PASSION
- 02 FLUFFY AND CUDDLY
- 03 COLLABORATION AND CO-OPERATION
- 04 COMPASSION
- 05 KINDNESS
- 06 HUMANITY
- 07 EMPATHY
- 08 RESERVING JUDGEMENT
- 09 COMPETENCE
- 10 SHARING & GIVING CREDIT
- 11 COMMITMENT
- 12 PATIENCE
- 13 RESPECT
- 14 ACCEPTANCE
- 15 FAIRNESS
- 16 TRUST
- 17 RECIPROCITY
- 18 RELATIONSHIPS
- 19 COMMUNICATION
- 20 LISTENING
- 21 HONESTY
- 22 ACCOUNTABILITY
- 23 SHARED VALUES
- 24 SUPPORT
- 25 GETTING CROSS
- 26 DOING SOMETHING MEANINGFUL
- 27 FRIENDSHIP
- 28 WELLBEING
- 29 MAKING A DIFFERENCE
- 30 COMMUNITY
- 31 CARING

## Motivation

"Most people... adopt "sensible" goals based on the needs of their body – to live a long and healthy life, to have sex, to be well fed and comfortable – or on the desires implanted by the social system – to be good, to work hard, to spend as much as possible, to live up to others' expectations. But there are enough exceptions in every culture to show that goals are quite flexible. Individuals who depart from the norms – heroes, saints, sages, artists and poets, as well as madmen and criminals – look for different things in life than most others do."

Mihaly Csikszentmihalyi, *Flow*<sup>\*</sup>

In a survey in May 2013, the RBS Enterprise Tracker asked people starting a new business in the UK to explain the most important reason why they were doing it. 90% said: 'supporting me/my family financially'.

There's nothing unreasonable about that position but most social entrepreneurs are different. Of course, social entrepreneurs do have to support themselves and their families but that isn't usually their primary motivation for starting a business.

### LOVE AS MOTIVATION:

The social entrepreneurs we talked to felt love, in some form, had been at least part of their motivation to start their social enterprise. **Eugenie Teasley, Founder and Chief Executive of Spark+Mettle<sup>6</sup>, a charity that helps young people harness their potential and find a fulfilling career, explains:** "I naturally associate founding the organisation with rage and frustration, but it came from a place of love, of wanting to support young people in a way that they were not getting supported elsewhere."

For **Becky John, Managing Director of Who Made Your Pants?<sup>7</sup>, a campaigning lingerie brand that creates jobs for women who are having a hard time,** that combination of love and rage to fight the injustice was just as important: "I think it was huge actually for me. One of the motivations was having found out about global trade practices in the garment industry. It wasn't just logical. It was a heartfelt emotion. They were real people who were really suffering at the other end of it."

**Russell Rook, CEO at Chapel St Schools<sup>8</sup>, a social enterprise which runs state schools and health centres,** started from the position that the absence of love was a problem his organisation could tackle: "There was a recognition that if you are particularly focusing on disadvantaged communities, they often do actually get access to services but that doesn't necessarily mean they get access to love."

For **Ben Atkinson-Willes, Founder and Director of Active Minds<sup>9</sup>, a social enterprise that sells activity products for people living with dementia,** it was love for a member of his family that initially motivated him: "My grandad had Alzheimer's disease and it was the process of caring for him that was the inspiration for the business. When I started I never thought it was going to be a big business employing people. I was just going to make some products for my grandad and then other people wanted them."

Beyond love for a specific person or group of people, some social entrepreneurs are driven by a wider notion of love. Either religious: "From our point of view we were creating a Christian ethos organisation. As a Christian your whole notion is that God is love so theologically it was

<sup>6</sup>www.sparkandmettle.org.uk  
<sup>7</sup>www.whomadeyourpants.co.uk

<sup>8</sup>www.chapelstschools.org  
<sup>9</sup>www.active-minds.co.uk

<sup>\*</sup>p.27

fundamental for us because we wanted to create, initially a series of Christian ethos schools, and then other enterprises.”

**Russell Rook**, Chapel St

Or non-religious: “Personally I don’t have faith or religion, I don’t believe there’s any massive point to life. I just think while you’re here you might as well have a good time and not be horrible to people. So business is this really positive thing that can make people’s lives better, let’s just use it as an active tool to do that.”

**Becky John**, Who Made Your Pants?

**Gaia Marcus**, Senior Researcher on the Connected Communities project at social innovation charity the RSA<sup>10</sup>, sees the wider desire to do good as a key motivation for people working in the social sectors: “I don’t think you’d put yourself in that field unless it was something that moved you. I very much try and live by the maxim of find something that slightly breaks your heart and then devote your life to it. I think people that end up in this sector tend to be very motivated by intrinsic motivation, that feeling of doing good.”

Not all social entrepreneurs we talked to felt ‘love’ was the right term to describe their motivation to make the world a better place.

**Jeremy Nicholls**, Chief Executive of the SROI Network<sup>11</sup>, a membership organisation that promotes the use of Social Return On Investment methodology, explains: “I think what motivated me was anger with the state of inequality and societal dysfunction; it’s that anger which is a motivation, much more than love.” He adds that “the level of wealth and income inequality that we see

around us in our own society and internationally, fires you up and you go: ‘this is wrong: we should do something about that’. The drive to want to do something about that is about being angry with a certain social state of affairs, and I don’t think we should lose that in a desire to be fluffy and cuddly.”

**Peter Holbrook**, Chief Executive of social enterprise umbrella body, Social Enterprise UK<sup>12</sup>, reflecting on his motivation for starting the social enterprise, Sunlight Development Trust<sup>13</sup>, says: “It wasn’t a love for a group of people that made me want to work on their behalf. It was recognising an injustice and wanting to put that injustice right. So although I have experienced the emotion of love in my work, I wouldn’t have said for me it was the primary motivation.”

For many social entrepreneurs, love of the work they do is a key motivation. **Steve Coles**, Managing Director at Intentionality CIC<sup>14</sup>, a social enterprise that helps organisations measure and improve their social impact, says: “I love doing what I do. It’s something that I have an interest in, and have a passion for. Something that I feel is meaningful, something that makes the most of my skills.”

**Others point out the value of doing something you feel is worthwhile.**

“Before when I was working in the public sector, and before that in the private sector, I had lots of money but I didn’t care about what I was doing at all. It was really soulless. Now every day I might come home from work stressed out and exhausted, but I’m never bored. I never feel that what I’m doing is not important.”

**Becky John**, Who Made Your Pants?

**BUSINESS AS UNUSUAL**

With 20% of start-up businesses failing within a year and over 50% going out of business within three years, it’s clear that running a business is not easy<sup>15</sup>.

On that basis, it seems irrational that social entrepreneurs choose to make their job even more difficult by starting organisations that not only have to succeed as businesses, but also aim to create positive social change in the process.

Perhaps unsurprisingly, the social entrepreneurs we talked to disagree with that view. In some cases that’s because they see social enterprise through the lens of harnessing the power of the market to do social good: **For Celia Richardson**, Director of Communications at Social Enterprise UK: “When you understand the damage that business and economics can do to society and the environment, you understand how much good business can do for society and the environment. To me, the market is the only way of fixing the problem.”

For **June O’Sullivan**, CEO of London Early Years Foundation (LEYF)<sup>16</sup>, a social enterprise that runs 24 nurseries across London, accepting that irrationality is a key part of the job. She explains: “I suppose there are times when I think to myself: ‘I could just do this, make money, provide a lovely experience for the children, and not have to worry about all the complexities of working in areas of poverty’. Particularly if I’m going to a bank for some money. But it always goes back to the original question ‘what’s love got to do with it?’ For me, it’s the driving force in the end.”

Other social entrepreneurs also see this apparent irrationality as a distinctive and important feature of social enterprise: “Our Chair for our Schools’ Trust, Sir David Bell, has this lovely phrase that every young person deserves an adult who is irrationally committed to their success.”

**Russell Rook**, Chapel St

“Why would you do something which is actually for other people, and perhaps gives away ownership? Why give away resources above and beyond what you absolutely have to? I think in that sense it is sort of irrational and different from the norm.”

**Steve Coles**, Intentionality

**Alex Swallow**, former Chief Executive of the Small Charities Coalition<sup>17</sup>, a support organisation for small charities, and founder of the Young Charity Trustees group, notes that social entrepreneurs often believe in living by the same values in their professional and personal lives. He says: “I am the type of person who never sees my work and my personal life as entirely separate. So I don’t really understand people who can be exceptionally mercenary and just money-motivated in their professional life and a loving, caring person in their personal life.”

KINDNESS  
IS A LANGUAGE  
THAT THE DEAF  
CAN HEAR AND  
THE BLIND CAN SEE.  
- MARK TWAIN

<sup>10</sup>www.thersa.org/action-research-centre/public-services-arts-social-change/connected-communities

<sup>11</sup>www.thesroinetwork.org

<sup>12</sup>www.socialenterprise.org.uk

<sup>13</sup>www.sunlighttrust.org.uk

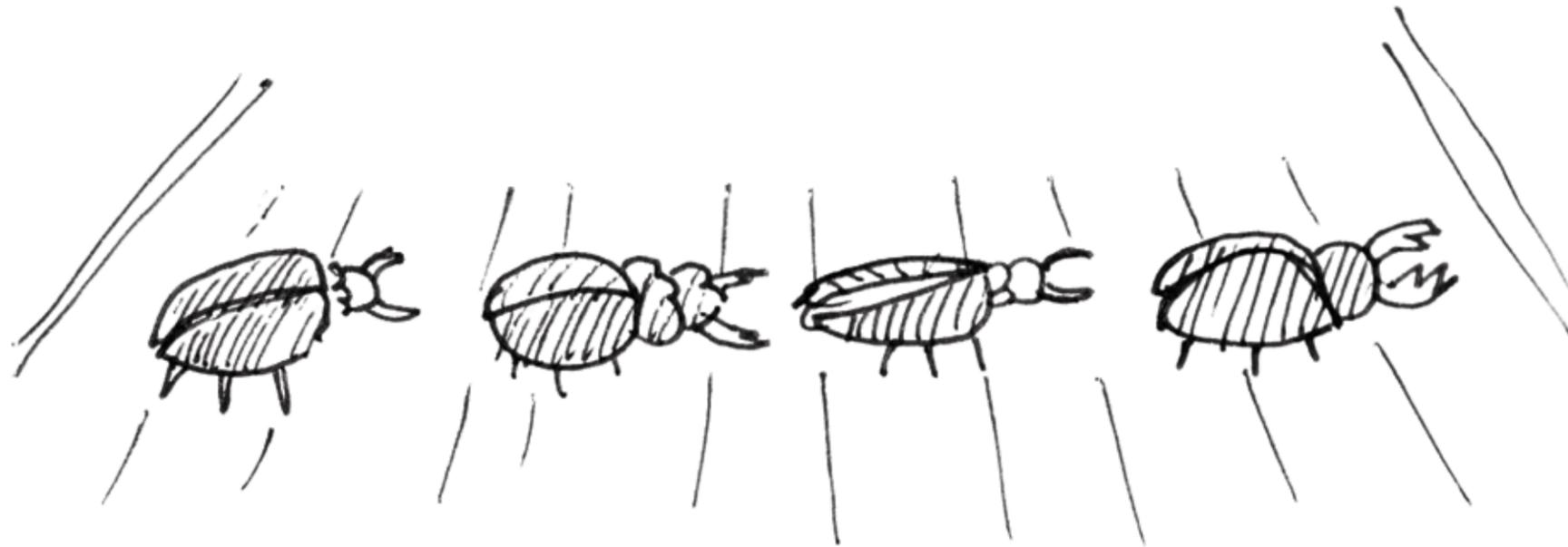
<sup>14</sup>www.intentionality.co.uk

<sup>15</sup>www.businesszone.co.uk/blogs/colin-willman/federation-small-businesses039-fsb-member-services-blog/business-start-ups-why-d

<sup>16</sup>www.leyf.org.uk

<sup>17</sup>www.smallcharities.org.uk

# ALL YOU NEED IS LOVE



THE BEATLES, ALL YOU NEED IS LOVE

12 THINGS SOCIAL  
ENTREPRENEURS SAY  
ABOUT LOVE

LOVE ISN'T A <sup>1</sup>  
SERVICE OR A  
PRODUCT, YOUR  
CAPACITY TO LOVE  
SOMEONE COMES  
BECAUSE THERE  
IS SOMETHING  
HAPPENING INSIDE  
OF YOU.

RUSSELL ROOK, CHAPEL ST



<sup>2</sup> I DON'T THINK WE  
TALK ABOUT LOVE  
ENOUGH ACTUALLY. I  
DON'T KNOW IF IT'S  
AN ENGLISH THING OR  
NOT BUT I THINK THAT  
WE'VE ALLOWED IT TO  
MEAN INTIMATE LOVE  
AND I DON'T THINK  
THAT'S WHAT THE  
WORD MEANT.

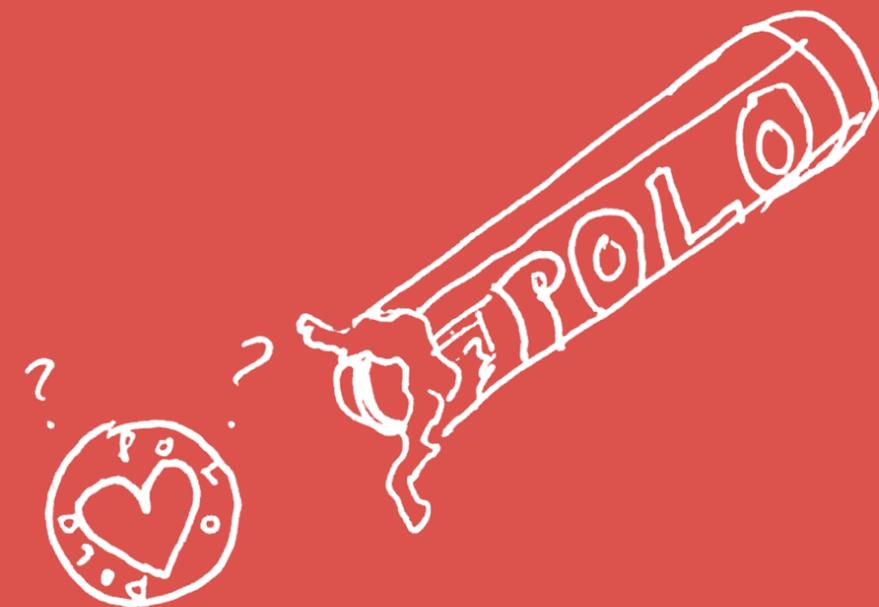
GAIA MARCUS, RSA



12

## The Limitations of Love

PETER HOLBROOK,  
 SOCIAL ENTERPRISE UK



**“LOVE HAS SO MANY DIFFERENT INTERPRETATIONS. I CAN UNDERSTAND WHY PEOPLE OF FAITH ARE VERY COMFORTABLE USING IT. I THINK THE REASON WHY WE TEND NOT TO USE IT, IS BECAUSE IT CREATES OPPORTUNITIES FOR MISINTERPRETATION AND MISUNDERSTANDING.**

So I think it's better to unpack the word love into things like kindness, compassion, empathy, care because that helps avoid any misinterpretation.

The example that I would use is in the provision of services to people who are vulnerable. Going back to my days at Sunlight<sup>19</sup> when you're working within a social services environment you can't use words like love. Yet the one thing that was lacking in so many of the individual's lives that I was working with was an experience of love.

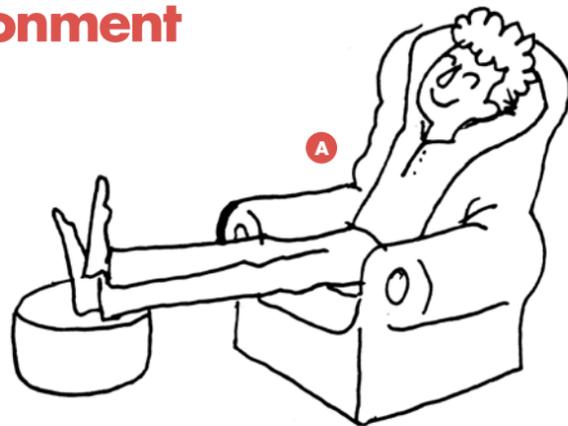
One of the most kind, practical things that you could do was to demonstrate that unconditional love, which meant you would attempt to empathise, you were willing to give, you were willing to reserve judgement, and you would treat that person with kindness and compassion.

Some people have such an absence of experience of love and compassion in their lives, that they are almost hostile or cynical about that as a notion. I think that if you can introduce humanity and empathy and kindness and compassion into the delivery of services, you will be delivering better outcomes for your business, at least in certain spheres.

If you are going to buy a packet of Polos from your local newsagents, then you don't necessarily expect love to be in that transaction.”

<sup>19</sup>www.sunlighttrust.org.uk/

## Environment



"...we're happiest when we're relaxing(A), socialising(B), or – you guessed it – having sex(C). The three most unhappy activities...? The commute to work, time at work, and the commute back from work. Who are the people we are most – and least – happy interacting with? Friends and family make us happiest. Clients and customers make us the third most unhappy. Being alone makes us the second most unhappy. What's at the very, very bottom of the list? Even worse than being alone? Having to interact with your boss."

Umair Haque, The New Capitalist Manifesto<sup>19</sup>

"The idea of a loving business sounds great in theory but the reality, as Umair Haque suggests, is that many of us don't enjoy being at work. This is clearly something social entrepreneurs need to worry about: That possibility that time spent with me is my employee's lowest point, in terms of their wellbeing, is a real eye-opener."

Steve Coles, Intentionality

### THE LOOK OF LOVE

We asked social entrepreneurs what love looks like in their business:

"It's about understanding what really matters to those people and what helps them flourish, and creating an environment where that works. That real people have real feelings, and some seemingly small things are actually the big things in their lives, the things that make the biggest difference."

Steve Coles, Intentionality

"Our loving approach is to try to take people as they are rather than put them into boxes, as corny as that might sound. Our caring about others is what leads us to be incredible."

Alex Swallow, Small Charities Coalition

"We have three key values or virtues running throughout our organisation; these are Grace, Love and Fellowship. Our ethos is about the organisation having grace, love and fellowship running throughout. In terms of the love bit, we would like to see that as very much part of the culture of the organisation."

Russell Rook, Chapel St

"We are a very open business so people have a lot of responsibility and we share ideas and push that out to our clients as well. Any research we are doing or any information we discover, we like to share with our clients so that they can benefit from that as well."

Ben Atkinson-Willes, Active Minds

### IS LOVE IN THE AIR?

While it's no surprise that social entrepreneurs intend to create a loving environment for their staff to work in, the challenge is to translate that intention into practical reality. How do they do that?

"One of the things is that we all get together at 12.30pm and have half an hour where we eat together. Everybody brings food and everybody shares food. It's a shared, equal time. It's a space where I consciously try and facilitate a shared conversation, so if people are starting to talk in their own languages I'll try and bring everybody back together, and just all of us be together."

Becky John, Who Made Your Pants?

Relationships are important: "Our business is quite small, as of yesterday we had about 200 employees, so it is still quite possible for it to be highly relational. We try to manage the organisation and

manage teams in a way that is relational, which has a high level of depth in terms of human interaction and connecting one with another. Whether we can sustain that as we get bigger, I'm not sure."

Russell Rook, Chapel St

"Everybody who has worked with us for more than six months gets three sessions of coaching, which we pay for, where they then go to understand what their strengths are and we can understand how we use them best."

Eugenie Teasley, Spark+Mettle

Some social entrepreneurs aim to create a family atmosphere amongst their staff team:

"The duty of care creates the framework in which you can create more loving relationships. Of course you will get on better with some people than others but I think creating a powerful ethos across an organisation and a culture where the expectation is of respect, empathy, courtesy and kindness means you have less of those tensions."

June O'Sullivan, LEYF

For O'Sullivan, this approach works well: "Our turnover of staff is quite low and our level of complaints is again low."

It's also reflected in: "The willingness of people to do extra to cover things, to go and share their skills elsewhere, to cover when nurseries have got problems with sickness. To stay extra late. To come in together at the weekend to clean the nursery because they want to do something different, to set things up."

Or even: "To bring cakes in on a Monday where they have baked them at the

weekend on top of doing everything else. It's those kinds of things."

One way of increasing employees' love for a business is to give them ownership of the business:

"I think employee ownership is really useful. It relies on genuine engagement and co-production. They're the characteristics which mean customers feel the love. If you call [employee-owned social enterprise] Central Surrey Health, you get the phone picked up by a co-owner who's bought in and is close to the service, you don't get the phone picked up by an angry lady who was hired to keep you away from the GP like 10 years ago when that seemed to be NHS policy."

Celia Richardson, Social Enterprise UK

<sup>19</sup>The New Capitalist Manifesto, Harvard Business Review Press, p.142

# Love in Action



**Eugenie Teasley**

## Spark+Mettle

### A LOVING ENVIRONMENT FOR STAFF

**"We can't pay very much, so I think that it is really important that we show our appreciation for people.**

Back in October or November, everybody was absolutely exhausted, so we just designated it a whole duvet week. People could just do the bare minimum.

It's good business sense that people will perform better if they have got more energy. So we gave them a week to re-charge, rather than everybody running on empty.

It came from a place of love and appreciation. Also, just an awareness, as I said, that those are the sorts of perks that we can offer, and that we will celebrate when we cannot offer gym membership or whatever else."



**Becky John**

## Who Made Your Pants?

### A LOVING ENVIRONMENT FOR CUSTOMERS

**"In the very beginning, I had an absolute desire to connect the people buying our products to the people making them.**

That was exactly the point. It's one of the main reasons we don't go through distributors. I want people to know who they have bought from.

We've had handwritten letters, sealed with a little wax seal from Australia, because when people buy the pants from us they get a little ticket on it that says, "Samia and friends made your pants."

So whenever this woman in Australia gets pants from us she writes a handwritten letter to each person. If she buys three pairs and there are three names, she'll send three letters. We get people who will tweet us pictures of their stuff. They get really excited about it."



**Russell Rook**

## Chapel St

### A LOVING ENVIRONMENT FOR CUSTOMERS

**"About 18 months ago, in our first school, on one home visit we recognised that a mum had asked her partner to leave the house because they weren't addressing certain lifestyle issues. She had then gone into quite a prolonged depression. The house had fallen to rack and ruin in just a matter of weeks.**

Our parent liaison worker was concerned. You are limited to what you can do as a school at that point but there was a recognition that helping that family makes a huge impact on a child's educational attainment.

But more than that, we are not just doing it because we want to help a child's attainment because again the love thing means caring for the whole of the child.

What happened was that the local church managed to get together a whole bunch of other people from the community and did a kind of 'Changing Rooms' exercise, and they completely refurbished the house."

### SUBSTITUTES FOR LOVE?

While attempting to create a loving business environment, some social entrepreneurs were aware of the difficulties of using the term in a business setting: "I think that the nature of business, mainstream business certainly, is very male orientated and that means there isn't much room for any emotion. Expressing emotion within many workplaces is not seen as culturally acceptable." While the aims are relevant, the terminology might cause problems: "When we use love in terms of strong emotion or feelings of compassion and kindness, I think in that sense love can have a very strong role to play. We wouldn't call it that because other forms of love can create all sorts of complexities within the workplace."

**Peter Holbrook**, Social Enterprise UK

On the other hand, other social entrepreneurs see these problems as challenges to be tackled directly: "Love is a word we tend to use in our business because I think it's perfectly right for children and the staff to create loving relationships and for the staff to feel that they love the children. It's a word that's often challenged in our sector because people think you should say 'like' or 'care' – they want to remove the emotional element of the word. I think in doing that you get mediocrity." Without love: "You get good quality professional relationships but you don't get that extra edge that parents pick up on all the time with us, where they genuinely feel we are creating an extended home environment for their children."

**June O'Sullivan**, LEYF

### BUSINESS MODELS

"It's kind of an odd thing to stand at a podium and, as the CEO of a business,

talk about love. When's the last time you heard a CEO talk about love? But love is one of the fundamental forces that drives humanity and, I think, drives the good things that happen in the world ... and we think that, at Etsy, when conducted well, that business goes beyond share prices or profits and actually extends into love for our fellow man..."

**Chad Dickerson**, CEO, Etsy<sup>20</sup>

It's all very well being motivated by love but social enterprises still need to sell things and, in doing so, generate enough profit to at least keep going. How do they develop a business model that reflects their loving ethos?

For some entrepreneurs, it's through their choice of corporate or organisational structure: "We are an industrial and provident society. We're structured that way specifically because I absolutely didn't want people who weren't emotionally connected to the business to have any say in it. In my previous role I sat opposite venture capitalists, who'd be shouting into their phones all day long about £3m deals. I didn't want them to have any say in what would happen to the vulnerable women my business was set up to support."

**Becky John**, Who Made Your Pants?

"The school itself is a family, but we're also creating a local family of schools. So again, we are not talking about regions or divisions. So some of it is about language, but it is more than just language. It is almost saying, 'We want to structure this organisation in such a way that relationship is valued far more than hierarchy or status or mechanism.'"

**Russell Rook**, Chapel St

For others, it's their pricing policy: "We are, in a very non-business way, going to give away our coaching programme, Star Track. We are actually going to package it up and give it away for free to other organisations, then we are going to offer consultancy and advice around implementation as paid-for services."

**Eugenie Teasley**, Spark+Mettle

"We do not charge our members. So we charge for specific events, a tiny amount to cover costs but membership is free. That stems from the idea of our founder, which was that there are a lot of organisations that charge. That means that a lot of small charities just do not get the support that they need. We get our money from grants. So I suppose that is someone else passing on the love to us, and we pass it on to people."

**Alex Swallow**, Small Charities Coalition

In other cases, love is built into the social enterprise's supply chain: "Our business model builds in the notions of passion, inspiration, admiration and enthusiasm. In everything from the way we recruit to the way we lead. It's also in the way we procure our services – I'm prepared to give a chance to a slightly more expensive social enterprise rather than a highly competitive gardening company because of the element of love – for the passion they bring with them to the offer."

**June O'Sullivan**, LEYF

It's also possible that a loving model could ultimately deliver a competitive advantage: "I wonder whether the concept of obliquity is interesting here. If you are aiming to provide a service that does good, you should be better at the just getting stuff

<sup>20</sup> RSA Talk – June 2013 – Business is Personal [www.thersa.org/events/video/vision-videos/business-is-personal-putting-people-and-planet-before-profit](http://www.thersa.org/events/video/vision-videos/business-is-personal-putting-people-and-planet-before-profit)

done than if you were aiming just to get stuff done. Whereas if your aim is to tap into what people really want and provide them with that then you'd probably make money along the way."

Gaia Marcus, RSA

### A BETTER WAY OF DOING BUSINESS

Social entrepreneurs saw clear differences between a loving, socially enterprising approach and a business model based on just selling people what they want at a price they can afford.

Some challenged the premise of the question, arguing that mainstream private business often fails to deliver for customers: "Plenty of enterprises out there, largely private enterprises, sell us stuff that we don't really need. Partly their business model is to sell us stuff we don't really need, at a price that we don't really want to pay, or doesn't really reflect their value."

Steve Coles, Intentionality

For others, it was a question of a loving enterprise having a different emphasis because: "You are putting the person first rather than putting the business first. We have got a few competitors who don't put the time into the research and development side of things and are more concentrating on the margin side of things."

Ben Atkinson-Willes, Active Minds

### DOES LOVE PAY DIVIDENDS?

Several social entrepreneurs felt there was a clear difference between business that exists to create private profit and businesses that pursue loving aims. This could be because a loving organisation's primary aim is to do what it does and

keep going: "I also suppose it comes down to really how much profit do you want to make. What charities would ultimately often like is a business model that just allows them to keep on doing the things that they are doing."

Alex Swallow, Small Charities Coalition

Or because priorities are different: "If I am the CEO of a private company, my legal responsibility is to shareholders and to maximise what they gain out of holding a share in that organisation. That automatically means that you are going to have to prioritise things that make money and working with the hardest to reach is the biggest way to lose money in any business." For a loving organisation: "In some ways, it is about saying, "Well we are going to create a business which actually does the inverse, which says we are going to seek to support and help the most disadvantaged, the hardest to help. To address the issues that have been so intractable that people have either given up addressing them, or are just generally sort of sweeping them under the carpet."

Russell Rook, Chapel St

For Celia Richardson of Social Enterprise UK the for-profit business model does not work in public services: "My big thing usually comes back to outsourcing companies and PLCs, where the shareholder gets the profit and everyone else can go and get stuffed, legally. In a loving business, staff care about it and want to do the best for it and that involves spotting the opportunities, spotting ways to do things better, spotting ways to innovate, caring about the customer, solving problems. The business model is wrong if the person who stands to gain from my business's behaviour is someone who holds on to a share

for a nanosecond via their pension fund.

An example of the problem is children's homes: "Most of our children's home are now owned for private profit and a good chunk of those are two or three private equity companies. Their mission is to deliver short-term financial value. The most badly rinsed people in the failure of capitalism are kids in care. They are absolutely treated like trash. There is no way of running a private equity company so well that you provide excellent care for children because that's not what you're there for."

### MORE THAN A NUMBER

Social entrepreneurs hope that their relationship with their customers is about more than just selling products and services. This begs the question: what else can a loving business provide for its customers and, in return, what does the business gain from this relationship?

For some, it's a useful product and a sense of satisfaction: "My clients hopefully get a good product that helps to improve their lives, or helps make their job easier or helps them reconnect with someone. What I get out of it is fun, enjoyment. I like creating the business and building it up. I like the fact that it benefits people, I like the fact that the business employs people and I am providing for someone else."

Ben Atkinson-Willes, Active Minds

For others, it's about relationships and reciprocity. Either in terms of philosophy: "It is an emphasis on relationships and building trust, and hoping that it will be sustained over time, so it will not be quite as transactional, and that there is more to it than just whatever is offered."

Eugenie Teasley, Spark+Mettle

Or in terms of more specific loving responses from customers: "I got a very lovely hand-painted Christmas bauble with a picture of some red lace pants on it, from one of my customers, which was really lovely. She addressed it to Becky, Queen of Pants."

Becky John, Who Made Your Pants?

Some social entrepreneurs are in the business of helping others pass on their love or passion for social change: "I think our clients leave us just a bit more energised, a bit more passionate about what they do. In that sense, again, love wouldn't be a word we would talk about there, but the passion thing, the motivation thing can kind of be rekindled."

Steve Coles, Intentionality

"We are really there for our members. What they get from us will vary. For some people, it's just information, for some people it's a technique, for some people it's a confidence in what they're doing, for some it's a learning journey, for some people it's being part of a broader movement. Social enterprise has at its heart a desire to create social change. We train people but we're saying: 'take this change and go and create change with it.'"

Jeremy Nicholls, SROI Network

There is a danger that social enterprises could forget an obvious way that companies can relate to their customers: "Love, for a business, looks a lot like competence. We forget how great competence is actually just doing stuff when you said you'd do it and in more or less the standard that you agreed."

Gaia Marcus, the RSA



Love;  
IT WILL NOT  
BETRAY YOU  
DISMAY OR ENSLAVE  
YOU, IT WILL  
SET YOU FREE  
BE MORE LIKE  
THE MAN  
YOU WERE MADE  
TO BE

MUMFORD & SONS, SIGH NO MORE

10 THINGS BUSINESS PEOPLE  
SAY ABOUT LOVE

1  
IT'S OKAY  
TO FALL IN  
LOVE WITH  
*What*  
YOU DO,  
BUT IT'S  
NOT OKAY  
TO FALL  
IN LOVE WITH  
*How*  
YOU DO IT

JIM BLASINGAME, FORBES

**MY FAMILY  
BROUGHT ME UP  
TO ALWAYS LOOK  
FOR THE BEST IN  
OTHER PEOPLE.**

2

**I LOVE PEOPLE, I  
LOVE SPENDING  
TIME WITH PEOPLE,  
I LOVE LEARNING  
FROM PEOPLE.**

SIR RICHARD BRANSON

3

To say **'I love  
you'** one must  
first be able to  
say the **'I'**.

AYN RAND

4

**Applying love in business has freed me** to release my grip on knowledge, and to share it without reserve. It has enabled me to work on behalf of my clients, instead of simply for them. **A compassionate heart allows me to empower other small business owners** instead of shrouding my skills in the mystery and ownership so typical of the public relations industry.

LYDIA DAVEY<sup>21</sup>

5

**Those of us who use love as a point of differentiation in business will separate ourselves from our competitors just as world-class distance runners separate themselves from the rest of the pack.**

TIM SANDERS, AUTHOR OF *LOVE IS A KILLER APP*<sup>22</sup>

<sup>21</sup>[www.huffingtonpost.com/lydia-davey/the-power-of-love-in-busi\\_b\\_4892682.html](http://www.huffingtonpost.com/lydia-davey/the-power-of-love-in-busi_b_4892682.html)

<sup>22</sup>[www.timsanders.com/about/tim-sanders.html](http://www.timsanders.com/about/tim-sanders.html)

<sup>23</sup>[blogs.hbr.org/2014/01/employees-who-feel-love-perform-better/](http://blogs.hbr.org/2014/01/employees-who-feel-love-perform-better/)

6

**THE MORE LOVE CO-WORKERS FEEL AT WORK, THE MORE ENGAGED THEY ARE... IT MAY NOT BE SURPRISING THAT THOSE WHO PERCEIVE GREATER AFFECTION AND CARING FROM THEIR COLLEAGUES PERFORM BETTER, BUT FEW MANAGERS FOCUS ON BUILDING AN EMOTIONAL CULTURE. THAT'S A MISTAKE.**

SIGAL BARSADE AND OLIVIA (MANDY) O'NEILL<sup>23</sup>

7

And in the end... I was the one who was left feeling worse off and so I now go about practising this concept of **living my life in love even right when it comes down to business.** Loving my clients, acting in a way that would resemble if they were my family and if I was loving them in my life.

DR NIC LUCAS

8

**LOVE**  
WHAT YOU  
DO OR  
**DON'T**  
**DO IT**

**MARK CUBAN**

9

WHY IS IT THAT IF IN MOST BOARD-ROOMS, IF YOU UTTERED WORDS LIKE **'WISDOM', 'TRUTH', 'LOVE', 'BEAUTY'** OR **'JUSTICE'** – THE TIMELESS EXPRESSIONS OF HIGHEST HUMAN POTENTIAL – YOU'D PROBABLY END UP IN HANDCUFFS, A STRAITJACKET, OR BOTH?

**UMAIR HAQUE, BETTERNESS: ECONOMICS FOR HUMANS**

10

**Love what you do**  
**and do what you**  
**love**, otherwise  
you will become  
unhappy and self-  
defeating.

**ALAN SUGAR**

## Making a difference

Social impact measurement – measuring whether, and how successfully, you’re delivering the social change you exist to deliver – is one of the most discussed topics in the world of social enterprise. Yet relatively few social enterprises actually do it in any formal way.

This is clearly a problem: “There a risk that we say: ‘because we are well motivated, it’s okay.’ You can’t pretend for one second that the state of love or anger is by any means adequate to show accountability for change.”

**Jeremy Nicholls**, SROI Network

The social entrepreneurs we talked to have a range of different approaches to working out whether they’re giving people the love they need. Sometimes this involves discussion with customers:

“I went out and talked to 10 of our absolute most loyal customers recently. I said: ‘We’re thinking about growing the business. We’re looking at different options. What do you think about it?’ Every single one of them said almost exactly the same thing. First of all they like the business because of what it does for women. Secondly, they like it because the products are fantastic. Thirdly, they like it because of the fact we use upcycled fabrics. For all of them 100% it’s the women first.”

**Becky John**, Who Made Your Pants?

Some social entrepreneurs use more formal systems: “We ask a number of questions before, during and after our main coaching programme. We also include, in the core coaching programme, a paying it forward section, where they proactively go out and share with their community,

whether that is family, friends or others, something that they have learnt through the programme.”

**Eugenie Teasley**, Spark+Mettle

Others face a challenge of balancing the monitoring demanded by public sector commissioners with their own desire to measure social impact: “One of the challenges, if you deliver public services as most of our projects do, is that there are already a huge amount of metrics. So our health centre is measured on 140 something outcomes every day. The worry is you just get good at trying to tick all of those boxes for the people who are basically paying the contract. What we are currently thinking about is ‘how do you measure the grace bit, the love bit, the fellowship bit and the ethos bit?’”

**Russell Rook**, Chapel St

## Love in Action



**Ben Atkinson-Willes**

### Active Minds

“We see ourselves differently to a straight commercial business because we’ve been supported by UnLtd since we first founded the business. We are always measuring our social impact and how we are benefitting people – we have a double bottom line.

We do regular surveys to work out what our social impact is and the benefits we’re having. We do our annual impact measurement. We gather feedback from clients, two or three weeks after they start using the product.

The testing process is pretty rigorous, we are trying the product with lots of different people and lots of different abilities, so we know it’s going to work when we launch it but we keep track of that. Then we publish those results, so everyone can see what we’re doing and we give them a voice in that as well.

We’ve got a product development pipeline with loads of new products we want to push out – dementia is not one size fits all and we try to have a category of products for almost everyone.”



**Celia Richardson**

### Social Enterprise UK

“I have to care about whether the factory collapsed in Bangladesh, don’t I? If you’re in it for social entrepreneurship, you have to; your whole 360 degrees, your entire social footprint has to be understood.

You have to love your paperclip supplier enough to want people to have a living wage, good working conditions and opportunities. I mean for me, bringing the love is more about bringing the authenticity to Social Enterprise UK. We only did that when we completely flipped our supply chains.

So we changed our cab company, we changed our bank, we changed our HR company, we changed our venues. Every single one is a social enterprise, because we had that faith that social enterprise is the right thing.

We had to love everyone in our scope, it wasn’t just about me, Peter and Nick and the people that we’ve hired. Love needs to go right through your supply chain and needs to be considered in all aspects of your business: loving your fellow man, your compassion, your humanity. Otherwise you may as well just be a normal enterprise.”



**June O’Sullivan**

### London Early Years Foundation

“Our customers are parents, who choose to purchase a place from us for their children.

It’s a completely emotional transaction. They either fall in love with us – and think that we will love their child – or they chose not to use us. It’s very rare that there’s a halfway decision on this.

So many parents say to us, ‘I didn’t like the look of the outside of the building. I knew you didn’t have a big garden. I knew you weren’t perfect. But when I went in there, how you made me and my child feel completely overtook all of those other, what you might call, hygiene factors.’

That’s constant. We have annual parent questionnaires to check that we’re happy with them and they’re happy with us, and that is a constant comment. ‘You made us feel welcome, it’s friendly. You made us feel part of the family.’

It was all about feelings. This is a completely feelings driven business really, so it’s very important that we understand what our customers understand by our transaction, our business arrangement, our offer, really, and that they feel genuinely willing to engage with it.”

## Tug of war

Social enterprises want to operate in a loving way, delivering positive social impact for both their staff and their customers, but they also have to operate in a commercial environment. Is there a conflict? How does a loving entrepreneur make a choice between social and commercial aims?

"I am astutely and often aware of the tension between our commercial needs, by which I largely mean financial need, and our social commitments to somehow love other people. To simplify it, it is a tug-of-war with finance pulling on one end, and social impact pulling on the other end. You have got to find the point of balance in the middle."

**Steve Coles**, Intentionality

Some social entrepreneurs are clear that there's no conflict. The commercial and social interact well for their business: "None at all. We are very blessed because we run nurseries. Children are our product. A loving experience for children, with a loving relationship, in a loving environment is actually our core business. We don't have the challenge of making widgets and asking 'how do you create love around widgets?'"

**June O'Sullivan**, LEYF

"We only survive by doing stuff well, so there is not a conflict. It is difficult to survive. I think having a true and authentic voice and story about the bits we do well and the bits that we are crap at is crucial. We're not hippies going about saying that love is the greatest and just wanting everybody to hold hands and feel good. We want there to be tangible benefits and to learn from what we have not done very well and do better."

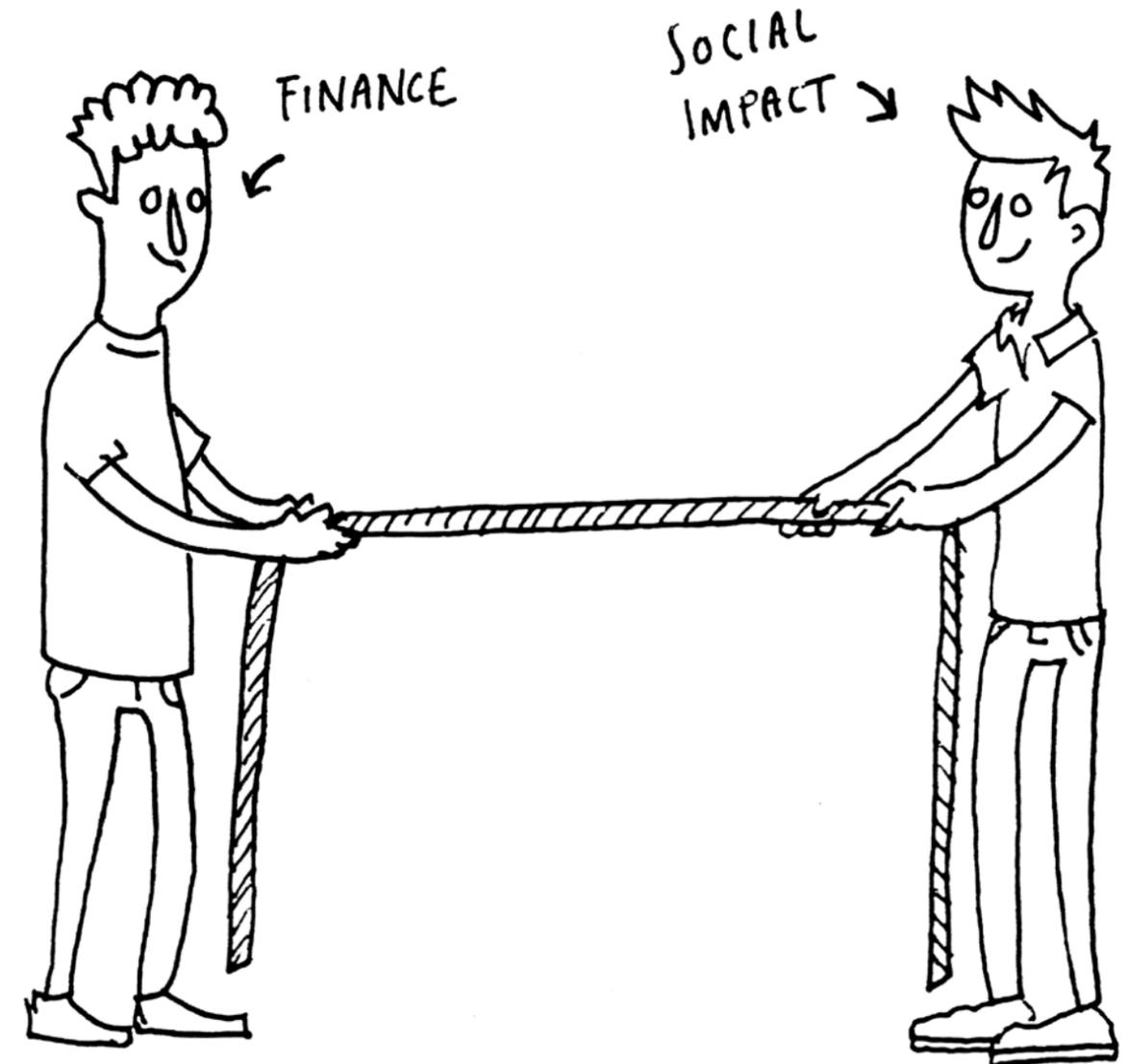
**Eugenie Teasley**, Spark+Mettle

"Fundamentally the business has got to be sustainable and that puts a lot of pressure on that side of things. I suppose with our business model the two are closely linked so the more products we sell the more people are going to benefit. As long as we keep the price points right and make sure the research is good, the two should go hand in hand. [Getting investment] definitely does start to take the focus away from the social side – thinking more about the numbers is sometimes a challenge but it's a necessity."

**Ben Atkinson-Willes**, Active Minds

Peter Holbrook of Social Enterprise UK sees it an unavoidable tension to be managed: "The tension exists in every business. Individual people making decisions within a business will have their own personal values and sometimes they will feel deeply uncomfortable about things they have to do within their work life, but I think it feels more challenging within a social enterprise because we have been so upfront about being a values driven company."

Ultimately, it's important to be open about your decisions and why you've taken them: "Businesses should be values driven but that doesn't necessarily mean that every decision you take within a business can create no harm. So you have to be very clear about the justification and rationale for the decisions that don't feel as if they're in line with your stated values of compassion and kindness. For example, having to make someone redundant is an incredibly painful experience for both parties – it always has been for me. You have to be willing to openly justify the decisions you've taken because you can't always make the decisions you'd like to."



10 WAYS TO PUT LOVE INTO YOUR BUSINESS

01 "In terms of your staff, it's about making them think about what they are becoming, as much as what they are doing."

RUSSELL ROOK, CHAPEL ST

02 "We can put more love into our business through a presupposition that there are certain things that are in abundance. For lots of organisations, politicians and others, the starting point to an argument is often, 'there are things that are scarce.' Some of the materials we might need to build whatever our enterprises do might be scarce, but actually things like patience and care and love and forgiveness and so on are abundant. They don't run out."

STEVE COLES, INTENTIONALITY

03 "I think it would be recognising that people are here for more reasons than just remuneration and that needs to be factored in to how their work is understood."

GAIA MARCUS, THE RSA

04 "I would advise them to answer three questions that somebody once asked me. The three questions were, 'What do you love? What are you good at? What makes you angry?' I love underwear. I am good at making things happen. I get angry at exploitation."

BECKY JOHN, WHO MADE YOUR PANTS?

05 "The biggest thing I would say, it's going back to childhood...but it's the golden rule "Treat as you would wish to be treated". So I think for me that governs almost everything I do. If I can help somebody, I think about how I would like to be helped."

ALEX SWALLOW, SMALL CHARITIES COALITION

06 "I think, for me, it is around taking time to ask questions rather than dictate solutions, it is about asking open questions and being open to the answers that are given."

EUGENIE TEASLEY, SPARK+METTLE

07 "Think long term. Get away from short term profit and short term relationships with customers and staff. Tell the truth. Get a triple bottom line in place."

CELIA RICHARDSON, SOCIAL ENTERPRISE UK

08 "We pay for an employee assistance package because we know that the two factors that ruin people's lives are personal relationship difficulties and financial difficulties. Paying for staff to be able to go somewhere, anonymously, for independent advice is a way of demonstrating love for your staff, and an understanding that people's lives can be quite complicated."

JUNE O'SULLIVAN, LEYF

09 "Be really engaged with your customers and clients, find out what their needs are and put them first. Empower your employees to have ownership of what they are doing and a passion for the problems you are trying to solve."

BEN ATKINSON-WILLES, ACTIVE MINDS

10 "It's cultural more than anything else. It's about being open and upfront about the type of business you aspire to be and creating a culture whereby you can be held to account against those statements of intent. Held to account by your staff, your cleaner, your caretaker, your customers, your investors, your funders, whoever it may be."

PETER HOLBROOK, SOCIAL ENTERPRISE UK

The greatest thing  
you'll ever learn

is just to love and  
be loved in return.

EDEN AHBEZ, NATURE BOY (1948)

## So, what has love got to do with it?

As the idea of social enterprise grows in popularity and the numbers of organisations describing themselves as social enterprises increases, the challenge of explaining what a social enterprise is seems to be becoming more complicated rather than less.

As Umair Haque, Director of Havas Media Lab, explains in his 2011 book, *Betterness: Economic for Humans*, purely profit-focused business models are increasingly becoming outdated: "Companies are beginning to be judged against a whole new set of criteria by customers, governments, communities, employees, and investors. They're already saying, so you made a profit. Yawn. Did you actually have an impact? Does what you do have a positive, lasting consequence that was meaningful in human terms?"<sup>24</sup>

Social enterprise offers a positive alternative, but the challenge is to explain what that alternative is. Talking to social entrepreneurs about love has not provided a definitive answer – we didn't expect it to – but it has hopefully opened up some new discussions and some new angles on older discussions.

Even for those entrepreneurs who didn't think it was a useful term, talking about love was a route into a wider discussion about why social enterprises exist and who they're for. Different questions made more sense or were more important to different people; the result is a mixture of ideas that suggests not just better ways of doing business but a fundamentally different approach to business.

### LOVE AS THE REASON

For many of our interviewees, love was the driving force behind their decision to start an enterprise. In some cases,

personal experiences inspired entrepreneurs to start their business: love for a family member whose social need they wanted to meet led them to create a social enterprise that would help both their loved one and others in a similar situation.

In other cases it was love for a group of people – children from disadvantaged communities, workers on the receiving end of the exploitative practice of the garment industry – that inspired social entrepreneurs to create a business that offered those people a better deal.

Not all the entrepreneurs we talked to thought love was a helpful term. Compared to 'passion' or 'anger against injustice', the notion of love seemed too coddly and unlikely to present a challenge to existing power structures.

Many of the responses emphasise the point that social entrepreneurs are entrepreneurs. They're people who value independence and creativity, spot opportunities and find ways to take advantage of them, but they're often not entrepreneurs in the sense that a business magazine or an enthusiastic speech from a government minister might suggest.

They may be no nonsense, straight talking people giving well over 110%. They often are keeping their eyes on the prize, however that prize is not rapid growth followed by a lucrative exit, but positive social change for the people they work with.

Social entrepreneurs often don't see a separation between personal values and business values. They see starting a business that does good as an entirely rational response, and in some cases the only sustainable response to growing social need.

### LOVE AS THE METHOD

There may be some activities: cigarette advertising; chemical weapons manufacture; derivatives trading, that an organisation couldn't do while plausibly claiming to be a social enterprise but most business activities have the potential to be carried out in a loving, socially enterprising way.

For social entrepreneurs, part of that approach includes prioritising the well-being of staff. In *Wellbeing at Work: the benefits*<sup>25</sup>, a recent publication from the new economics foundation (nef), note that: "Well-being plays a central role in creating flourishing societies. Focussing on well-being at work can benefit societies by helping working individuals to feel happy, competent and satisfied in their roles."

nef explain that: "Improving well-being at work requires a more rounded approach that focuses on helping employees to:

- **Strengthen their personal resources**
- **Flourish and take pride in their roles within the organisational system**
- **Function to the best of their abilities, both as individuals and in collaboration with their colleagues**
- **Have a positive overall experience of work"**

Our interviews with social entrepreneurs uncovered many practical examples of activities designed to create a loving working environment and, in doing so, promote greater staff wellbeing from better pensions, to shared lunches, to a designated 'duvet week' at a point when everyone was exhausted.

Loving ways of doing business aren't just about staff wellbeing, though, they're also about re-imagining the relationship with customers and the wider community based on some key principles:

**Putting people first** – believing that a loving business genuinely cares about both its staff and its customers as individuals, and is committed to giving those people what they need to improve their lives.

**Importance of relationships** – viewing 'love' as the means by which people, particularly those with complex needs or who are isolated or disadvantaged, can be included, empowered and given ownership.

**Sharing** – several interviewees felt being a loving business meant giving away their ideas, their training packages and their models so that other people could make use of them to deliver more positive social change.

**Abundance vs. Scarcity** – while most social enterprises operate in markets where there are few financial resources, many social entrepreneurs were clear about the way their businesses draw on resources which are in abundance in communities: respect, kindness, patience and compassion. Rather than relying on the 'cult of the individual entrepreneur', their loving approach to business was about working with people and drawing on communities' assets.

### LOVE AS THE RESULT

"Love is something if you give it away, you end up having more"

Magic Penny, Malvina Reynolds

The fundamental difference between social enterprise and other business lies in the results they exist to deliver. In the case of our interviewees their business exists to provide children with the best possible start in life or to help young people find a fulfilling career or to improve life for people living with dementia.

Having these good, loving intentions is not enough though. A loving business also needs to understand the extent to which it's succeeding in providing both individuals and the wider community with the love they need. Not all social enterprises have cracked it so far and our interviewees reported mixed experiences of measuring their social impact. For some, structured measurement is fundamental to what they do, for others talking and listening to their customers and staff is their major way of understanding whether their social enterprise works.

While some feel that social enterprises experience a 'tug of war' with financial concerns on one end and the desire to achieve social impact on the other, in many cases entrepreneurs believe that their socially enterprising models find the best possible ways of managing that tension – so that when their enterprises succeed as businesses, they also work for people and the wider community.

What's love got to do with that? In some cases, nothing, but for others it's the inspiration and the starting point for a fundamentally different (and perhaps better) way of doing business.

<sup>24</sup>[www.fastcoexist.com/1679052/business-isnt-as-profitable-as-betterness](http://www.fastcoexist.com/1679052/business-isnt-as-profitable-as-betterness)

<sup>25</sup>[www.neweconomics.org/publications/entry/well-being-at-work](http://www.neweconomics.org/publications/entry/well-being-at-work)

I'VE FOUND *it is the* **SMALL EVERYDAY DEEDS** *of ordinary folk*

*that keep the darkness at bay ...* **SMALL ACTS** *of* **KINDNESS AND LOVE.**

**GANDALF, THE HOBBIT: AN UNEXPECTED JOURNEY**

## Thanks and Acknowledgements

Thanks to all of the inspiring entrepreneurs who agreed to be interviewed for this think piece:

**Becky John**, Who Made Your Pants?  
[www.whomadeyourpants.co.uk](http://www.whomadeyourpants.co.uk)

**Dr Russell Rook**, Chapel St  
[www.chapelst.org](http://www.chapelst.org)

**Alex Swallow**, Small Charities Coalition  
[www.smallcharities.org.uk](http://www.smallcharities.org.uk)

**Eugenie Teasley**, Spark+Mettle  
[www.sparkandmettle.org.uk](http://www.sparkandmettle.org.uk)

**June O'Sullivan**, London Early Years Foundation  
[www.leyf.org.uk](http://www.leyf.org.uk)

**Ben Atkinson-Willes**, Active Minds  
[www.active-minds.co.uk](http://www.active-minds.co.uk)

**Celia Richardson**, Social Enterprise UK  
[www.socialenterprise.org.uk](http://www.socialenterprise.org.uk)

**Gaia Marcus**, The RSA  
[www.thersa.org](http://www.thersa.org)

**Jeremy Nicholls**, The SROI Network  
[www.thesroinetwork.org](http://www.thesroinetwork.org)

**Peter Holbrook**, Social Enterprise UK  
[www.socialenterprise.org.uk](http://www.socialenterprise.org.uk)

Special thanks to **David Floyd** and **Social Spider CIC** for conducting the interviews and writing this document

[www.socialspider.com](http://www.socialspider.com)

**Lloyd Kinsley** for the creative design and layout  
[www.larddesigns.com](http://www.larddesigns.com)

And as always thanks to Intentionality's directors for their support and expertise:

**Phil Vallender**

**Elliot Thomas**

**Fiona Dent**

## DISCLAIMER

We are very grateful to the interviewees for sharing their thoughts, expertise and insights. Their responses reflect their personal opinions and not that of the organisations they work for or represent in other capacities.

For more information please email us at [info@intentionality.co.uk](mailto:info@intentionality.co.uk) or send us a tweet at [@intentionality\\_](https://twitter.com/intentionality_)

**intentionality**  
Community Interest Company

Web: [www.intentionality.co.uk](http://www.intentionality.co.uk)  
Email: [info@intentionality.co.uk](mailto:info@intentionality.co.uk)

COMPANY REGISTRATION NUMBER: 7232987  
REGISTERED IN ENGLAND & WALES