

# **"The Power of Unreasonable People"**

**Monday conf call 09/27/10**

**Last week of BP 10**

**Diego Cantini – Bilingual meeting- Tuesday – 7:30 PM CST**

**[www.mannatechlive.com](http://www.mannatechlive.com) or at Mannatech Corp.**

**Mexico Roadshow Oct 5-10**

**OsoLean Challenge - <http://MannatechOsoLean.com>**

1. The inspiration for our title: “The reasonable man adapts himself to the world,” George Bernard Shaw said, whereas “the unreasonable one persists in trying to adapt the world to himself.”
  - a. These entrepreneurs are doing early market research on some of the biggest opportunities of the coming decades.
  - b. Through the practical exploitation of new ideas, they establish new ventures to deliver goods and services not currently supplied by existing markets.
  - c. Many of the most interesting experiments take place in the middle ground: hybrid organizations pursue new forms of blended value and where better-off customers sometimes subsidize less well-off customers...creating value in multiple dimensions—economic, social and environmental.
  - d. The question asked: "What motivates you?"

"My reasons are purely selfish. I figure I have been put on this earth for a very short period of time. I could apply my talents to making lots of money, but where would I be at the end of my lifetime? I would much rather be remembered for having made a significant contribution to improving the world into which I came than for having made millions."
2. Capturing the common characteristics of such extraordinary, diverse people is tough, but here are some especially noteworthy qualities:
  - a. Try to shrug off the constraints of ideology or discipline.
  - b. Identify and apply practical solutions to social problems, combining innovation, resourcefulness, and opportunity.
  - c. Innovate by finding a new product, a new service, or a new approach to a social problem.
  - d. Focus—first and foremost—on social value creation and, in that spirit, are willing to share their innovations and insights for others to replicate.

- e. Jump in before ensuring they are fully resourced.
- f. Have an unwavering belief in everyone's innate capacity, often regardless of education, to contribute meaningfully to economic and social development.
- g. Show a dogged determination that pushes them to take risks that others wouldn't dare.
- h. Balance their passion for change with a zeal to measure and monitor their impact.
- i. Have a great deal to teach change makers in other sectors.
- j. Display a healthy impatience (e.g., they don't do well in bureaucracies, which can raise succession issues as their organizations grow—and almost inevitably become more bureaucratic).

"But they are crazy like the proverbial fox. They look for—and often find—solutions to insoluble problems in the unlikeliest places. They are driven by a passion to expand business thinking to reach people in need. Thus, many are pioneering and helping map out future markets where most of us would only see nightmarish problems and risk."

### 3. Why are these People Unreasonable?

1. "They're Unreasonable Because They Want to Change the System",  
 2. "They're Unreasonable Because They Are Insanely Ambitious",  
 They are can-do thinkers.

3. "They're Unreasonable Because They Are Propelled by Emotion",  
 Some of these people get angry—as we all should when faced with the challenges they are trying to spotlight and get decision makers to tackle. "What is different is that their anger, their passion, isn't simply blown away as steam. Instead, they work out how to turn it into useful locomotion."

4. ""They're Unreasonable Because They Think They Know the Future"

They know that the best way to predict the future is to create it and the best way to build momentum—and attract funding and other resources—is to develop and communicate a clear vision of how things might be different.

"These conceptual innovators are revolutionaries, break with the past, are blessed with certainty, know what they want, and tend to bloom early, like Picasso in painting, Mozart in music, and Orson Welles in film."

"At their best, such people see things others do not. They draw

conclusions that others cannot. They instinctively reframe challenges as opportunities, looking well beyond today's horizons. In the process, they offer those in the mainstream a way of getting a glimpse of the social and environmental drivers that will shape the future."

5. "They're Unreasonable Because They Seek Profit in Unprofitable Pursuits"

"Many of these entrepreneurs work in areas where there is partial or total market failure, which typically means that it is impossible to make the sort of money people expect to make in other areas of the economy." They are results oriented and bring business thinking to social value creation.

6. "They're Unreasonable Because They Ignore the Evidence"

as Bill Gates is supposed to have said: "by the time there is a business case for action, it's likely too late." That's the way many social and environmental entrepreneurs feel, not because the markets are moving so rapidly, as they are for Microsoft, but because the relevant needs are so urgent.

7. "They're Unreasonable Because They Try to Measure the Unmeasurable",

"These entrepreneurs aim to provide forms of value that mainstream markets currently fail to recognize and reward.",

By bringing natural, social, human, intellectual, and cultural forms of capital into the equation, social entrepreneurs aim to deliver real wealth to billions of people around the world who have so far been excluded from the benefits of the market economy.

8. "They're Unreasonable Because They Are Unqualified"

Entrepreneurs are born, not made. One does not decide to be an entrepreneur. One is an entrepreneur.

9. "They're Unreasonable Because They Refuse to Be Made into Superheroes"

"Indeed, one of their most striking characteristics is their ready admission that the challenges they relish are way beyond any single entrepreneur or enterprise."

10. "They're Unreasonable Because They Are, Well, Unreasonable",

"It almost goes without saying that the sort of people who want to shake things up, to change things, can get under other people's skins."

4. The rest of the Book:

A. Part I focuses on how unreasonable entrepreneurs build their

enterprises—and on some of the challenges they face along the way.

(1) leveraging all kinds "of resources—from indigenous capabilities and social capital to philanthropic and governmental support, business partnerships, and income from previously untapped markets."

(2) The resulting structures tend to fall into three categories, or business models, which called the “leveraged nonprofit” (model 1), the “hybrid nonprofit” (model 2), and the “social business” (model 3). For Model 3 the book focused on many examples one being Whole Foods which was very interesting.

(3) Tapping financial resources. "The very definition of an entrepreneur is someone who “shifts economic resources out of an area of lower production into an area of higher yield and production,” according to Jean-Baptiste Say, who is credited with coining the term entrepreneurship."

B. Part II investigates the implications of their work for future market risks and opportunities.

(1) Today’s social and environmental entrepreneurs see the possibility of helping people soar into the future where others see only insurmountable barriers. This optimism is somewhat uncharacteristic of the present, where looming, palpable threats continue to crop up—but that doesn’t deter these entrepreneurs. In fact, the thought of impending doom may actually energize many of them.

(2) "Demographic Opportunities" "Ultimately, demography is the fundamental driver of most—if not all—of the problems that these entrepreneurs are trying to tackle. The basic problem is one of numbers. Demographers tell us that the human population is headed toward 9 billion to 10 billion people sometime this century.

(3) "Financial Opportunities". "The notion that the haves will find ways to gain more and that the have-nots will lose more has been acknowledged since biblical times. But the already staggering divides in financial wealth have become even more dramatic in recent years.

(4) "Nutritional Opportunities." In the next three decades, population growth and quality-of-life trends are expected to spur an estimated 70 percent increase in the demand for rice. The Green Revolution—which increased food yields through intensive monocropping and the use of inorganic fertilizers, pesticides, and herbicides—is widely recognized.

(5) "Resource Opportunities." A growing world population would not be a problem if the planet’s resources were limitless, but

they are not. "I have come to the conclusion that business is too frequently hostage to its own corporate culture."

(6) "Environmental Opportunities."

(7) "Health Opportunities." Health is a huge global business these days, but it is also another area where—from HIV/AIDS, to malaria, to potential pandemics like SARS—the problems can seem overwhelming." Many will die from largely preventable causes.

(8) "Educational Opportunities." Few factors are as powerful as education in addressing all these great divides. Educational divides emerge and grow for many reasons, but as the processes of wealth creation become increasingly dependent on information and knowledge, the divides within and between countries become more significant. Even in the richest countries like the US but also many others, educational divides are stark.

"UNREASONABLE ENTREPRENEURS find opportunity in the chasms that separate the fortunate from the not-so-fortunate. "Total equality will always be impossible, but inequity on the scale now seen around the world is likely to prove unsustainable in relatively short order and in a number of ways."

C. Part III lays out some of the lessons that leaders and decision makers in the private, public, and citizen sectors can learn from the progress these people have made to date and highlights some actions they will need to take if the current momentum is to be maintained or even accelerated.

(1) "Democratizing Technology",

(2) "Changing the System" The current system is dysfunctional. Some parts do work (to the advantage of privileged communities and classes), but overall, the twentieth-century governance, market, and social systems we have inherited are ill suited for the twenty-first century. Here are six areas where real progress is being made:

Transparency

Accountability

Certification

Land reform

Emission trading

Value and valuation

(3) Scaling Solutions "“Scaling an organization puts stress on it,” Kapor notes. “Rapid scaling of companies undergoing explosive growth—for example, Lotus, Netscape, or Google—creates damaging

stress... nonprofits too, so scaling problems are not limited to for-profit organizations. Explosive growth can happen to either a for-profit or a nonprofit in the Internet era.”

Final Notes of Advice:

- (1) Focus on Scalable, Entrepreneurial Solutions
- (2) Tackle Apparently Insoluble Problems
- (3) Be Prepared to Fail—but Learn from the Failures
- (4) Experiment with New Business Models
- (5) Close the Pay Gap
- (6) Join Forces
- (7) Seed Tomorrow’s Markets
- (8) Feed Growing Expectations

Business retirees is a whole new resource.

- (9) Help Democratize Technology
- (10) Work to Change the System
- (11) Figure Out How to Scale and Replicate
- (12) Within Reason, Cultivate the Art of Being Unreasonable