OCCUPATION: CHANGE THE WORLD

RESEARCH FINDINGS

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Introduction

Terroni’s, an Italian restaurant in downtown Toronto, serves an amazing white pear pizza and I give it credit for keeping Mimi and me talking. Mimi and I have been friends for several years and last March, our conversation swept around the fact that so many of our friends were graduating from international development, taking internships, or volunteering on the side, and that all of them were struggling to find a way to live the lifestyle that they wanted, without compromise.

No one knew the answer. We sure didn’t.

We were living in the middle of it.

The next day, I had a meeting scheduled with the Walter and Duncan Gordon Foundation and although I had a proposal ready as I walked in the door, I decided to scrap it and just ask a question. It was the most exciting question on my mind and it excited them too.

I asked:

How can people my age, in their twenties and thirties, find a balance between the lifestyle they desire, the career they want and the change they want to invoke in this world? And why hasn’t anyone figured this out?

And that’s what we are doing. DreamNow has been figuring it out and our goal is to share that knowledge with as many people as we can.

Why?

Because we believe people can have it all. We believe people can change the world and we believe they can do it without compromising their happiness, their lifestyle or their passion.

It is, simply, possible.

Dev Aujla
This report is the result of a year of hard work by a number of people.

Thank you to the interviewers: Laura Howard, Elicia Elliott, Felicia Christmas, Jesse Fetterly and Mimi Warren.

Thank you to the Walter and Duncan Gordon Foundation for its belief in the project, and to Marjan Montazemi for helping develop the project from an idea into a proposal; to Ed Keeble for the design and consistent feedback on the project; to Jordan Herald for the ‘Voice of the Customer’ insight and to all those we interviewed, who gave up their time and shared their stories with us. Thanks also go to the organizations that hosted the focus groups, including Santropol Roulant for space in Montreal and the Artists Collective for hosting the Montreal ‘social space’.

Thank you.

This report was made possible by

[Image of Walter & Duncan Gordon Foundation logo]
Objectives

To explore and share the experience of individuals in their twenties who have been raised on the spectrum of youth engagement and who are now seeking to build lives of greater responsibility, civic engagement, vocational satisfaction and sustained volunteering.

To provide strategies and tools which can help individuals do the above.
Framing the Research

This research project was unique in that it was focused not on mapping, statistics, or the quantitative data on which research is typically grounded, but rather it focused on stories, on providing space for an audience of people to share their stories, their struggles and their successes.

It was from these stories that we were able to draw data, sort through themes and develop hypotheses, leading to strategies and tools. Because the themes emerged from stories, quotations and people, we were able to create strategies, tools and resources that will not only have an impact on how policy is created within organizations and bodies, but will also have an impact on the people with whom we spent time over the last year.

About DreamNow

DreamNow is a charitable organization dedicated to innovating the way that people do good.

We ask a lot of questions and have a track record of developing our most interesting questions into innovative programs, articles, services, products and research—all which have the potential to change the world.

Check out other questions we are asking and our other programs at www.dreamnow.org.

Definitions

Changing the world
Different individuals have different philosophies on what is considered world changing. We believe doing anything from a place of peace and benevolence is changing the world—whether it is volunteering for one hour or dedicating a life, we do not discriminate.

Making money
How much and what this looks like meant very different things to the people with whom we spoke. As a working definition, for this research paper, we chose to view it as whatever provided the means for living the lifestyle that was congruent with one’s desire. Because our research was focused on the path or journey and not the end result, this variability did not profoundly affect the study.

Twenty Year Olds
This report is focused on men and women in their twenties. In addition to these young people, we spoke to some older people who had been living a nonlinear career path and were willing to share their insight.

Non-linear Career Path
Describes the process by which one finds a career via the pursuit of a diverse range of experiences and opportunities. In this report, it became evident that the key to finding a career that sustained both meaning and money was being able to approach the non-linear career path with the confidence and stability of more traditional paths.
Methodology

The research methodology was structured in five overlapping parts. It was a reflective process that allowed us the freedom to continually learn, ask questions and listen. Below you will find a brief outline of the process that allowed us to answer our questions.

RESEARCH

The purpose of the background phase was to ensure that our research did not duplicate existing work, that we offered a unique perspective, and that we were knowledgeable enough to create a strong list of questions which would provide relevant answers.

We conducted a basic literature review which involved reading and reviewing the majority of the books and reports found in the Resources section of this document. We also developed a research advisory board which included notable authors, research experts and community leaders.

OUTREACH AND RECRUITMENT

We sought to draw on a diverse range of twenty-something Canadians. We did so by leveraging our NeighbourhoodOne Network (neighbourhoodone.org) as well as reaching out to people through our personal organizational networks. We utilized free listing services including Facebook, Craigslist and Charity Village. We also recruited interviewees by placing notices on job search sites to target people in their twenties who were currently grappling with finding a meaningful career.

QUALITATIVE METHODOLOGY

We hired a number of people and utilized a team of committed volunteers across Canada to conduct a total of 120 interviews. These people were based in Montreal, Toronto, Ottawa, Edmonton and Victoria. Volunteers were given an interview package that included a list of questions developed as a result of our literature review.

The interviews were structured, but flexible and were based loosely on the model for collecting oral history. This qualitative method was chosen for the following reasons:

1) Research existed which provided the statistical, the quantitative and the broad surveys of our demographic, but these reports missed the actual stories and experiences of the twenty-somethings, which we wanted to tell.

2) We chose depth in our interviews. We were not satisfied with the potential of large-scale surveys with pre-determined questions, but rather opted to collect 120 open-ended interviews which were both highly textured and grounded in real experience.

3) The process of interviewing revealed itself to be as important as the end result. The interviews provided a chance for people to share their stories and articulate their challenges in a safe space, often for the first time.

FOCUS GROUPS AND SOCIAL SPACES

Alongside the oral history interviews, we held a number of informal focus groups which had two purposes. The first was to offer a space for twenty-year olds to talk about their career paths, aspirations and challenges. The second was to receive feedback on our findings throughout the process, ensuring the information that we gained was reflective of our audience. We held five focus groups including one each in Montreal, Vancouver and Victoria and two focus groups in Toronto. In addition to these focus groups, we held an evening social gathering in Montreal which brought together a greater number of people in a more casual setting.

SYNTHESIS AND STRATEGY

The final stage of the research involved transcribing, coding and analyzing individuals’ story transcripts in order to identify cross-cutting themes that responded to the research questions. We also used a method of data-synthesis called ‘The Voice of the Customer’ which involved interviewees naming and sorting different need statements in their own words, resulting in the various needs charts which are featured throughout the report.
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The Findings

HOW ARE PEOPLE IN THEIR TWENTIES DEFINING MEANINGFUL EMPLOYMENT?

When asked what constituted meaningful employment, three themes emerged. People in their twenties are defining meaningful employment as work which provides them with:

1) A connection to the people and world they serve;
2) A connection to their internal values and passions;
3) Work which both challenges and engages them.

44% of interviewees stated that a meaningful career was one in which they felt valued by third parties including family, friends and the community. Although this was the case, it was evident that family and friends were more supportive of jobs that earned a higher amount of money versus those more aligned with saving the world.

The needs tree on the facing page shows the breakdown of the definition of meaningful employment to twenty-somethings.

“A job that enables me to assist other people and live out my goals: it’s a simple formula, but it is all that I want.”
– Age 24
**What Does Meaningful Employment Mean?**

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<tr>
<th>BEING VALUED</th>
<th>BEING VALUED BY 3RD PARTIES</th>
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<tbody>
<tr>
<td><strong>Being Valued</strong></td>
<td>“A job that feels like it matters if you show up, that people will notice if I don’t come in... I want to say it doesn’t feel like work, but that may be too idealistic.”</td>
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<td><strong>By 3rd Parties</strong></td>
<td>“The people who I am working for, whoever I am affecting, need to see my work as valuable.”</td>
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<tr>
<th>IN LINE WITH INTERNAL VALUES</th>
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<td>“I want to have something to say and have a place to say it. My job needs to be something that speaks to what I believe in.”</td>
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<td>“It has to be a right fit for me. I know what it feels like because my thoughts are different when I go home.”</td>
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<td>“A deep sense of purpose that can’t just be sold to me.”</td>
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<tr>
<th>EARNING A REASONABLE WAGE</th>
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<td>“I don’t want to have to work all my life and never be able to get ahead financially.”</td>
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<td>“I want a job that actually pays me well so that I don’t have to worry about money and can focus on my work.”</td>
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<th>CHANGING THE WORLD</th>
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<tr>
<td><strong>Employer is Socially-Conscious</strong></td>
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<td>“It can’t be just about the bottom line. I have to actually believe in what is going on.”</td>
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<td>“I want to be able to know that If I invest my time in this that it is going to be beneficial and I know who the benefit is actually going to.”</td>
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<tr>
<th>MY WORK IMPROVES SOCIETY</th>
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<td>“I think going to work every day, loving what you do and seeing the results of what you do...seeing the concrete results to the actions you are making that day.”</td>
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<td>“I want to make a difference for those around me in a way that I can ensure has no negative influence on the world.”</td>
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<td>“I want my work to be a continuation of my passions, something that changes the world around me and impacts real people.”</td>
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<tr>
<th>BEING CHALLENGED AND ENGAGED</th>
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<tr>
<td><strong>Connected to Passion</strong></td>
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<tr>
<td>“It is a job that I care enough about that I can’t just go home and forget all about it.”</td>
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<td>“I want to get out of bed wanting to pursue it, something that I simply love and that I would have done for free.”</td>
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<tr>
<th>BEING INTELLECTUALLY CHALLENGED</th>
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<td>“Just like in school, I want to be able to have intelligent, thought-provoking debate and discussion at my work. I don’t want all this to just end after school.”</td>
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<td>“If I am thinking and pushed, it is going to be a good job. I actually want it to be difficult and at times even a little overwhelming.”</td>
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WHAT BARRIERS ARE PEOPLE FACING AS THEY BALANCE LIFESTYLE, CAREER, AND MEANING?

Ninety-five percent of people who had found careers of meaning identified as having overcome or dealt with self-doubt at some time along their path. Other identified challenges included a lack of mentorship, inability to access networks of influence and a lack of time caused by financial insecurity.

Our research revealed that the resources which currently exist respond to the need for mentorship by providing access to networks of like-minded people, but do not provide the access to networks of influence which are perceived to lead to jobs. Our findings also revealed that there are markedly few resources aimed at helping young people to tackle their feelings of self-doubt.

I have been told to ‘grow up and get a real job’... ‘get a job that pays you’ ... ‘bill all your hours’... ‘why aren’t you billing all your hours’... ‘you’re doing overtime; they don’t know you’re doing overtime’... But that’s just it, they are my family looking out for me and I am the one who knows where my path will lead.

– Age 26

What Barriers Do People Face?

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<tr>
<th>LACK OF EXPERIENCE AND AGE</th>
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<td>FAMILY</td>
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““I found that the business world didn’t understand my viewpoint. It is as if they expected me to be a trained professional right off the bat.”

“Being young meant that I didn’t have as strong a technical background as others, even though the whole field was relatively new”

“To my mom most of my success is dependent on me making a certain salary, securing my future for me and my future family. I don’t think she really gets it, what it means to have a meaningful career, what frustrates me and why I have a hard time deciding what I want to do next.”

“It was just this frustration trying to take good advice from my parents to take a job that pays and still be honest with myself about what I could handle and what I actually wanted.”

“My parents don’t get it, but they are kind of giving up now because they have seen that I am really successful.”
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<tr>
<th>LACK OF MENTORS AND NETWORKS</th>
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<td>“I have never had the typical mentor experience ... I just don’t know how to reach out and ask these people for that kind of help.”</td>
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<td>“It seems impossible to break the cycle of ‘needing to know people to hire you’ when you are new and just moving to a new city.”</td>
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<tr>
<th>LACK OF TIME AND FREEDOM</th>
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<tr>
<td>“My current boss and company don’t allow me to travel or do what I am passionate about. There is no flexibility and it is hard to stay motivated”</td>
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<td>“Time and the complete lack of it in my life”</td>
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<tr>
<th>LACK OF RESOURCES</th>
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<td>“I am not giving up on the nonprofit sector... but it’s starting to create animosity because I am worth it. I am working really hard, but how come I am not being compensated?”</td>
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<td>“I don’t know how to find money that enables me to do what I actually want, it seems that all the money that people get has some strings attached to it. Money would provide me with a safety net for taking risks, but I just don’t have that.”</td>
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<td>“Sometimes the only way seems to be to compromise financially.”</td>
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<tr>
<th>HAVING TO WORK IN UNRELATED FIELDS</th>
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<tr>
<td>“Spending time on something totally unrelated to what it is that I am doing takes so much out of me and leaves me with no energy to put towards my real passion.”</td>
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<tr>
<td>“I have relied on waitressing to pay the bills and it has been really really tough for me to make that jump away from sure employment-- I don’t really see how to do that.”</td>
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<th>LACK OF DIRECTION</th>
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<td>“I don’t know what I want to do yet so it is hard to immediately feel committed to any one path.”</td>
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<td>“I started out wanting to go into Business, switched to Philosophy and now I am in English..”</td>
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<td>“The challenge for me is finding the balance between what I want and where I want to go.”</td>
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<th>SELF DOUBT</th>
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<td>“I know myself and that I am tempted to stay in my comfort zone.”</td>
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<td>“There are frustrating periods in life where you feel like you are not meeting your goals, not moving forward down your career path and it is hard to keep momentum.”</td>
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<tr>
<td>“My confusion can sometime lead to apathy in action and spinning my wheels in self pity.”</td>
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<th>FEELING STUCK</th>
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<td>“I was sabotaging myself and stopping myself from getting what I wanted.”</td>
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<td>“It is hard to be proud of yourself and who you are all the time.”</td>
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<tr>
<td>“I find myself constantly tempering my ideas and second guessing myself as I move forward, I’m just trying to be realistic about what I can accomplish.”</td>
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WHAT DO PEOPLE NEED IN ORDER TO FIND THE BALANCE BETWEEN LIFESTYLE, CAREER, AND MEANING?

People in their twenties need to be taught how to access networks of influencers instead of being offered support to develop networks of peers. They also need to be taught how to create mentors for themselves versus being offered generic mentorship programs. Both of these examples represent a shift in the way that programs are being delivered to twenty-somethings presently from providing resources to fostering resourcefulness.

While participation in mentorship programs, co-op placements and internships in the social sector were prevalent across the surveyed audience, only in 17% of cases did these experiences lead directly into a career. Where jobs did result, success came from the networking and events that individuals attended as a result of their position, rather than the position itself.

Positive and supportive environments were also important in enabling individuals to overcome self doubt and allow them to see the possibilities that may lie within embracing a non-linear career path.

The challenges that we face are in accessing opportunities, building your career and developing yourself. It’s difficult in order to get that connection. And it’s all about connections; it’s all about that connection... getting yourself out there.

-Age 28

What do people need in order to balance lifestyle, career, and meaning?

- Access to networks of influence
- Mentorship
- Opportunities for real world experience

“I wish I had known more people in the technological industry—that would’ve made my job search easier.”

“I wish I would have had the support to stick with one thing, so that I could’ve gotten out faster and with less uncertainty.”

“I wish there had been a Civil Engineer on hand to do student advising and tell me what Engineering Consulting is really like.”

“I needed someone that could not only give me a letter of reference but who could help set goals, and provide real criticism.”

“I think experience is priceless and we don’t offer enough of that.”

“When I was out there managing projects I actually took my learning back to my university classes and people were like whoa... we need a balance of that. I don’t want to have to choose between real experience and the classroom.”

“What is important is more opportunities for internships that are actually internships, not just filling some sort of internship quota or a filing, admin-type job.”
What do people need in order to balance lifestyle, career, and meaning? (continued)

**MONEY**

“I wish there was more funding for my projects at work, and that they were given the same consideration as other initiatives.”

“Money would be important in a form that I didn’t ever have to pay back and that didn’t discriminate.”

“A competitive salary for the work that I was doing would enable me to take the risks I need to pursue my other dreams.”

**POSITIVE AND SUPPORTIVE ENVIRONMENT**

“Collaborative and supportive work environment”

“My work has given me the greatest friendships ever...everything has been pretty real. I have created some strong foundations and strong relationships”

“I have really appreciated having those peer relationships in my office environment. It is what makes this all worth it and exciting each day.”

**FLEXIBILITY AND FREEDOM**

“I want to be doing my own outreach and research outside of my work schedule so the flexibility in my hours is key.”

“I don’t mind having directed work but still having the freedom to choose what I want to do and when adds a lot.”

“I worked in a converted storage closet in the dark for two years and it does not inspire you to be creative. I need light and windows in order to feel productive and valued.”

“...people need light and energy, windows and air to work effectively that is just the bottom line.”

**WORK THAT ENABLES A HEALTHY LIFESTYLE**

“I want a job in a good location where seasonality doesn’t affect my willingness to bike to work each day.”

“Every Thursday we have salad days at my current office and everyone brings an ingredient and it is amazing.”
CLASS PRIVILEGE AND ACCESS TO NETWORKS

“As is common, our research led to many other questions that simply extend beyond the breadth and depth of this one study.

In our case, we found questions surrounding the complex relationship between class privilege and access to meaningful employment emerged throughout the research process. It became clear that class privilege affected the way in which people approached their search for a job of meaning and, more succinctly, how they approached ‘networking’. It was common for those lacking class privilege to view networking as synonymous with ‘working for free and volunteering’. In contrast, those with class privilege viewed networking as an activity that extended beyond volunteer positions and included networking events, social networks, and receptions. It was not the unawareness of networking events, social networks and receptions that was the barrier for those lacking class privilege, but there was a dominant feeling of ‘having to prove oneself as a result of race, class, position’ or a sense of ‘non-belonging’ at these events. In contrast, class privilege provided a sense of confidence and entitlement which enabled individuals to grow their network at a heightened pace.

The feelings of exclusion that were present for those dealing with the barrier of class privilege were echoed by those who experience race as a barrier. Although we did not specifically focus on the impact of race on job hunting, the stories of those who perceived race as a barrier demonstrated that it was a significant factor in reducing the confidence with which they approached networking opportunities.

The issue of class privilege, race and the access which it enables is a question that is important, yet often not included in the dialogue when creating and funding programs. Below are some questions that evolved:

• If class privilege affects access to networks, and networks provide access to jobs, should this be taught?
• How should one tackle the challenge inherent in equalizing this access?
• Should programs seek to change the nature of the networks or the individuals participating in them?

It’s not racism in terms of I don’t like you. It’s racism in terms of… I won’t even educate myself about you or I don’t feel like I can work with you. You feel like you are asked the question, ‘Are you qualified to be here?’ It’s like you have to prove yourself, but if you are white, you are automatically qualified.

– Age 22

Karen Pittleman,
Author of Classified: How to Stop Hiding your Privilege and Use it for Social Change.

PRIVILEGE & BARRIERS

Individuals who self-identified as privileged were more often able to deal with barriers related to lack of resources, including time, money and access to networks of influence. These individuals often named their primary struggle as that of overcoming 3rd party perceptions and the self-doubt that arose out of the lack of support from these third parties.
Overarching Themes

NON-LINEAR CAREER PATH

It is easy to know the steps to take when one sets out to be a conventional lawyer. Undergrad degree + law school + bar exam = the life of a lawyer. When one sets out to be someone who ‘makes money and changes the world’, the equation becomes immediately more complicated and one’s vision, sense of direction and life path can easily become unclear.

Individuals who had successfully found a balance between making money and changing the world had approached the non-linear career path with a confidence or naiveté which enabled them to regard a non-linear path as stable, consistent and directed, instead of filled with risk and the unknown. They had learned to trust chance meetings, right-places, new opportunities, and unexpected mentors. These elements were actually very probable and were not ‘by chance’, but rather were under their control.

In fact, it was only in retrospect that many of them became aware of the non-linear path they took as the various meetings, mentors and opportunities unfolded themselves in a seemingly linear fashion. For them it was a simple progression from one step to the next. Those who had found a balance and satisfaction in their job all followed a very non-linear career path to get where they are today. There was no A+B=C formula.

What was common among these diverse life paths was a set of stories that spoke to a very similar range of tools and strategies. These strategies, tools and common reactions helped individuals take risks, have confidence and envision not just their next potential job, but also changes in their visions and goals.

WHY NOW?
The job market today is dramatically different from that of twenty years ago.

According to Wilford Welch in The Tactics of Hope, for the first time in the last twenty years, the ‘green’ economy has surpassed the information technology sector as the number one recipient of venture capital dollars. This means that the next generation of companies that are going to be thought up, built and hiring are going to be companies grounded in the green economy and companies that are doing good for this world.

Universities, which are traditionally considered conservative indicators of trends, echo this shift in the economic focus. Over the course of the last ten years, universities have begun to offer international development degrees on an unprecedented scale. As well, major American institutions including New York University, Yale, Wharton, Stanford and Duke have launched Social Entrepreneurship programs.

The careers that are possible today did not exist twenty years ago and, as a result, there is a tremendous opportunity to find and create careers that make money and change the world.

““My generation made its money by tearing the world apart...your generation is going to make money by putting it back together.

- Age 65
CAREER TRADE-OFF ILLUSION

People in their twenties want to pursue careers that are connected to their values and do good for the world, yet they are unwilling to compromise on the amount of money they want to make.

The people we spoke to did not want to have to work for non-profits in order to do good, but they were not opposed to it if it led to a career outside the sector. People are aware of corporate social responsibility and of the growth of companies that both do good and do well. This awareness leads to knowledge that they don’t have to change their lifestyle, or adjust their salary expectations in order to make a difference.

Stories of internal struggle arose when individuals were told that their unwillingness to compromise would result in disappointment. There was a clear understanding that it was possible to do both, that opportunities did exist for jobs, yet when asked to articulate next steps, individuals could only list the steps one would take for either ‘doing good’ or ‘making money’ and would struggle to envision what the steps would be for a life which includes both.

PROVIDING A SPACE TO TALK

Whether the interview took place in Edmonton at a coffee shop or on a plane departing from Toronto, interviewees continually expressed a strong sense and need to communicate, to share and to tell their story.

The process of sharing their story was, for some, the first time that they had clearly articulated what they truly wanted out of their career. There are not enough places to share the challenges and the successes of developing a career where one feels both safe and supported. Many of the people with whom those in their twenties discussed their careers, such as teachers, family and mentors, were not supportive or did not have a grasp on the possibility that exists for the non-linear career.

The process of finding a career and dealing with these issues is something that is being faced by millions of people. There is a tremendous sense of isolation and this is only being changed within select groups of people. By creating a more open space for these kinds of dialogues to happen, there will be an opportunity to feel supported as twenty-somethings jointly face the challenges inherent in a non-linear career path.

"It’s good to ask these questions of yourself, once in a while, and you don’t often get the chance to.
- Age 21"
RISE OF SOCIAL ENTREPRENEURSHIP

Social Entrepreneurship is a popular term and is well publicized, yet it remains ill-defined in practice. Different groups, issues and demographics all interpret social entrepreneurship vastly differently and claim to understand the true meaning of the term.

We decided to bypass any attempt at defining the term and accept it as a continuum of different types of initiatives and programs, which encompasses social enterprise, enterprising non-profits, green for-profits, individuals who are driven change-makers and all those who self-identify as social entrepreneurs.

Although this continuum holds endless potential, it is often referred to as a seemingly definitive answer to the question of ‘how to make money and change the world’. In reality the job of ‘social entrepreneur’, however defined, requires an entrepreneur. This is an unsurprising, but often overlooked fact, as the people in their twenties we spoke to were consistently provided information on ‘social entrepreneurs’, who were placed on pedestals and held as proof of a concept for ‘making money and changing the world’. In reality, these stories, although inspirational, held very little resonance with the people with whom we spoke in relation to their own career paths. People simply did not all identify as entrepreneurs.

What did resonate were the stories of the people working within these social-entrepreneur-run organizations and companies. These were the stories of individuals who were working full time to support, transform and build these organizations from the inside and these were the stories that weren’t being shared to the same extent.

The opportunities and career possibilities are not within the stories of the social entrepreneurs but rather in the millions of people who provide the support and structure for these ideas. We were able to speak with a large number of these individuals through networks such as Social Venture Networks and the Investors Circle Conference, both of which provide a place for these companies to come together to seed and support each other.

SOCIAL NETWORKS

There are a number of networks and organizations which can act as great starting place if you are interested in entering the field of social entrepreneurship. Below is a list of several networks you can start with.

Social Venture Network: an organization that convenes businesses, organizations and investors around social enterprise.

Business Alliance for Local Living Economies (BALLE): a network of sustainable businesses and socially-aligned enterprises with chapters everywhere.


StartingBloc: a fellowship program for university students interested in learning about Social Entrepreneurship.

Just Means: a job search site which features jobs from within the social entrepreneurship sector.

Investors Circle: a network of investors interested in using capital to transition to a sustainable economy.

Ashoka: a fellowship for social entrepreneurs from around the world. This is a great place to find out about amazing social-entrepreneur-led organizations.

For more networks and organizations see the resources section.
The chief moral obligation of the 21st Century is to build a green economy that is strong enough to lift individuals out of poverty while doing good. Those communities that were locked out of the last century’s pollution-based economy must be locked into the new, clean and renewable economy. Our youth need green-collar jobs.

- Van Jones

GREEN COLLAR JOBS

At the Bioneers Conference in California, we had a chance to hear from Van Jones, who is championing a movement for Green Jobs. The idea is simple—train and employ people to take part in the growing green economy: lift individuals out of poverty while doing good.

The total green sector, which includes everything from hybrid cars to solar panels, was a 230 billion dollar segment of the US economy and it is continually growing. The question becomes: who will get the jobs to support this growing sector?

This is what Van Jones is working on as part of his campaign—Green for All. He has implemented an eco-job corps in Oakland California, where he trains youth for eco-friendly ‘green-collar jobs’. Just recently, he was instrumental in passing the Green Jobs Act of 2007 in the United States, which dedicated $125 Million to train workers for ‘Green-Collar Jobs’.

For more information on Van Jones and Green for All visit www.greenforall.org.

Also visit www.apolloalliance.org for more information on Green Collar Jobs.
GLOBAL CITIZENSHIP

The identities of many in their twenties in Canada have been dramatically influenced by global issues, travels abroad and cultural and development internships. These experiences were continually considered ‘tipping points’ for people as they formulated the idea of what their career was going to look like. Individuals came back from overseas, realized they wanted to continue to give back, committed themselves to fitting this experience into their career and viewed themselves as citizens of the world.

The current support systems which are in place when people return from overseas are not sufficient and there is a feeling of frustration on the part of the individuals as they do not know how to translate this energy and momentum into a longer term career.

Several companies, such as Accenture, are now recognizing this challenge and are developing work abroad programs which allow three month unpaid leaves of absence for employees interested in travelling abroad with a partner organization.

“Nowadays people have so much exposure to the world that it is hard to just close your eyes and ears and work and do your little part in some little company.”  
- Age 26

“Nothing has contributed to my sense of global citizenship more than my travels abroad.”
- Age 21
Strategies and Tools

The following strategies and tools resulted from our conversations with people who have found a successful way to balance life, contribution and career. They are a summary of lessons and advice from the field.

THE SIX STEPS TO A NON-LINEAR CAREER

As a result of the interviews and conversations, we have distilled six steps which people followed in pursuit of a non-linear life path. These are the six common steps and strategies which mentors, social entrepreneurs and the people working and building the organizations and companies which are changing the world have used in order to navigate their path towards making money and changing the world.
Step #1: Start in the Middle

The people with whom we spoke could never clearly identify a beginning to their journey. In their view, all of their experiences had been on a non-linear life path and they had always been ‘on their way’. Realizing this when starting out is an important step. It was important to realize that the ideas that were being pursued had evolved as a result of both time and experience.

Understanding that past experiences, skills and chance meetings had led them to their present state created a sense of trust, faith and stability which stems from the understanding that just as these experiences have happened in the past, they will continue to happen and they will continue to lead one towards an end goal of a fulfilling career.

Starting in the middle also meant that many of the interviewees did not know exactly what they wanted to be doing in their life when they started the six-step process. Rather than explicitly knowing, they just started pursuing the idea of the moment, committing themselves fully to this pursuit and subsequently building their network and their base of support for future ideas.

It was this base of support, which grew each time they committed themselves to a new idea, that eventually led to jobs, opportunities and being paid.

I don’t see myself as starting fresh. I have had these same desires for a long time; it is just now becoming clear what exactly I want.

- Age 25

Voices from the field

Why be confident?

- It is better to start now and embrace change than to wait for the right idea because it is inevitable that a ‘right’ idea changes once you start.
- The more that you change your idea, the bigger the foundation of your network becomes and it is the strength of your network that results in your getting a job.
- People are attracted to people with an idea in which they believe. When you believe in something people will come to you and you will find yourself with more support than you could ever imagine.

Exercise
NON-LINEAR MAP

List 25 experiences, skills, chance meetings, mentors or books that have led you to this point right now. Plot them on a blank sheet of paper and connect them together expanding on each one as you go.

- How do ideas connect to each other?
- How have these ideas or experiences brought you to where you are today?
- What did you do in order to have these experiences, find these mentors or learn these skills?
- With what idea did you start and how did it change over time?
- How did your network grow through the process of changing your idea?

Confidence... if you don’t have confidence, people see through it right away. If you are even slightly hesitant people will see through it and not believe in it and not be with you.

- Age 24
Step #2: Be Your Future Self

Truly committing to an idea or interest meant that one had to become their ‘future self,’ irrespective of how they were actually paying their bills. From the point of committing to an idea, individuals assumed the identity of the person they wanted to become. If waiting tables was a job they were doing solely to pay the bills, then they no longer saw themselves as just a waiter, but rather as a green energy consultant or an international development blogger. When people asked them, “How do you make money?” they focused their response on the way they wanted to make money.

For example:

**Person A**  So what are you up to in the city?
**Person B**  I am a green energy consultant.
**Person A**  What does that entail?
**Person B**  I work with companies to ensure their offices are green and sustainable.
**Person A**  How do you make money?
**Person B**  All sorts of different companies hire me to come in and consult with them or they actually hire me to work within their corporate social responsibility department.

The reality for **Person B** may have been that the bartending job was earning them the majority of their money, but **Person A** now knows that if they meet any company that is hiring someone for ‘green energy,’ they could refer them to **Person B**.

When they communicated their idea and their commitment, the language they used was very important. From the very start they were not “planning on becoming an international development blogger,” but rather they “are an international development blogger.” Many people plan to do things, but very few actually do them, so this transition from ‘planning’ to ‘doing’ gave third parties who were introduced a greater confidence in the skills and abilities of the individual.

Becoming one’s future self does not mean lying about what one is doing. The people we talked to were actually doing it. Even if ‘doing it’ meant they were at the beginning stages and had just started the process of becoming an expert, they were able to talk about their interest, idea or occupation with a confidence grounded in their well-researched knowledge.

Voices from the field

Why is this important?

- You will meet friends, mentors and people who may put you down if you identify with your current profession, but if you identify and project your future self you won’t face these comments and they won’t affect you or your career path.
- The more people who know exactly what you want to do, and how you want to get paid, the better chance you have of being referred to the person who can actually pay you the way you want.
- Everyone has taken jobs on the side at one point or another and there is no reason to feel ‘stuck’ or like you are ‘wasting time’. If you truly see yourself as your future self, then you will see these jobs as the stepping stone which will enable you the opportunity to become an expert on your own time.
I read a lot about other people, I taught myself by talking to people. I made a list of people...that are doing cool things and sometimes I would go to things and someone would strike me and I would sit back and think, ‘Why am I envious?’ or, ‘Why does that person strike me so much?’ It was because there was a part of them that I wanted to be and that’s always the case in life. - Age 26
Step #4: Build Your Support

As an expert, the next step was to build a strong base of support. There was a drive to build a strong network of people and of relationships regardless of how entrepreneurial the individual was. Networking looked very different depending on the individual. Strong networks were built by gregarious types with the same effectiveness as those networks built by quieter, committed individuals. Regardless of the type of person, it was clear that networking was a learned skill and not an innate gift.

The majority of those interviewed identified the fact that their network was built on their ‘future self’ and not their present reality. Their network was based on the goals and aspirations which they had for the future. This enabled people in their network to support their goals and offer advice, contacts and support that was actually relevant to their path.

Each person these people met with was viewed as someone that they could learn from- everyone was an advisor. Interviewees consistently asked questions which included: what can I learn from this person? What has their life path looked like and how have their experiences influenced it?

The process of asking questions led to more questions, more connections and more stories. It was through this questioning and keen interest that these normal relationships with interesting people were transformed into more sustained mentorship and advisor roles. Mastering this process of creating, developing and nurturing mentors was a fundamental part of building a strong base of support.

When University institutions and structured programs stop providing that safety net, then a personal support network of strong mentors and advisors step into this role, both as educator and safety net.

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Exercise

THE NO-ASK MEETING

The no-ask meeting is a key component of building personal networks and building a team of support. The majority of people plan on building a network when they either need money or need a job or worse, both. The key to fundraising and finding jobs is building your network when you don’t need anything. This means that you have to master the “no-ask” meeting.

The no-ask meeting means that you are going in to learn not to ask for anything. It means that the meeting is more about what you have to give them (a chance to tell their story, an opportunity to help a young person, or the chance to hear an exciting new idea) than a chance for them to give you something. This is crucial as it creates the foundation for a great relationship which will eventually lead you into jobs, opportunities and success.

“A lot of my network is made up of cold calls… me phoning people up and saying… this is who I am… this is what I do and I want to talk to you about it.
- Age 24

Voices from the field

How do I meet people?

- Don’t just go to meet the all-star in the room. Put your energy into all of the other people. There are others in the room who really have access, but aren’t in the spotlight. These are the people who you want to know.

- Cold calls really work: everyone is accessible and they are usually really interested in talking about themselves. If you can get them talking about their path and really learn from it, you are well on your way.
Step #5: Trust Time

Building a support network takes time. Relationships take time, but it is this time that enables exciting opportunities to arise. People learned to trust that building their network and building relationships would yield results, regardless of how ephemeral and fruitless individuals saw the process as being at the beginning. As this trust grew, the level of risk that people felt they could take increased along with the clarity of their vision.

This trust also had the effect of increasing the confidence people had in approaching new people, making cold calls and pitching their idea. It was this confidence and trust that ensured that people never saw themselves as ‘stuck’ or as losing momentum.

When you first start something it takes a while in order to build momentum and you have to believe in it long enough to get that momentum going.
- Age 25

I had to get to know myself, my resources, my strengths and know what I have to sell. Then I had to have the patience and the knowledge to find the right venue for what I have to offer. I had a faith that the right venue would show up...and it did.
- Age 28

Voices from the field

But what am I building a network for?

- Pick an idea any idea, any field, and start building a network around that idea. It doesn’t really matter what that idea is or if you are going to stick with it forever—you just need to start creating relationships with people.

- You don’t need your own organization, company or a real job before you start networking. It’s about conversations and relationships.

- Look at yourself as someone whose role is to connect people. Your goal should be to make as many connections as you can between people in your network. Your role is to talk to as many people, find out what they need and connect them with someone else you meet that has something to give. It is important to note in order for your network to be effective it has to come out of a place of sincerity and honest goodwill from within you.
Step #6: Identify the Winner

Identifying who will pay you and making the jump to a job from a strong base of support was both an exciting and challenging time for the people we interviewed. As they built a strong base of support, the clarity of their vision improved and they were presented with more opportunities to be paid for their work.

Many of the careers that people chose were not ones advertised or promoted in universities or colleges. Many of them were in emerging fields or had job titles that simply didn’t exist ten years ago. As this was the case, it really was up to them to decide how their job looked, what it entailed and what they had to offer.

Interviewees learned to understand their value by talking to their mentors, their advisors and listening to what people reflected back to them as they built their support network.

Once they understood what they had to do, they then asked a simple question: who can win if I pursue my interest? Ask the following questions and this line of thinking will become clear:

- Who can make money as the result of the work that you do?
- Who can gain exposure, credibility or access to new markets as a result of your work?
- What kind of company can win if you succeed and follow your passion?
- How are people currently working in this field being paid?

A fundamental part of identifying ‘who could win’ was viewing the world from a paradigm grounded in abundance versus scarcity. The individuals we interviewed did not see the world as having limited financial resources or having a great deal of competition, but rather they viewed the world as a place where there was an abundance of opportunity. This is counter-intuitive to the dominant mindset espoused in the non-profit world, and was a significant barrier to those who lived within this perspective.

We cannot choose to act out of desperation – I cannot act out of a place of desperation or anxiety or lack. I must operate out of a place of abundance, a sense of moving forward of repairing and rebuilding.

Voices from the field

How do you start valuing yourself?

- You have to start backwards. Choose your ideal salary and then decide how important the opportunity is and what other resources you can gain from the job.
- I asked mentors. I had people tell me that I was charging too little and that is when I realized that I have to value myself a great deal more.
- It was a real ‘test and guess’ process. I began with a big number and then I offered things and took things away from my service until I got to a number that we were comfortable with.
- It is important to realize that you are creating value. What value are you creating? What difference are you making and why is this worth it for that company or organization?
I am not really interested in going after job postings. I would like to fit my skills and interests with a company. I think the best way to go is to find a company that you like and tell them where you can fit in. They are interested in hiring you if they think you can create value or make them money. That’s all it comes down to. - Age 26
OTHER STRATEGIES

WHEN TO VOLUNTEER

Volunteering can take many different forms, such as volunteering at a local soup kitchen, as a web designer for a human rights organization or as a member of the board for a fundraising gala. All of these different types of volunteering are great ways to stay involved, to stay engaged and to add meaning to a career.

When it comes to using volunteering as a tool to build a network and create opportunities for oneself, certain types of volunteer positions yield greater results than others. Interviewees consistently expressed frustration that they had used volunteering as a tool to build their network, but at the end of six months, they still could not find the opportunities or jobs they wanted. This consequence is a result of spending all of their time volunteering with a very narrow network of people who may have only consisted of other volunteers and staff.

Volunteering can certainly be used as a tool to build a network. The best results from volunteering opportunities, according to the interviewees, came from those that allowed one to meet many people, be a public representative of an organization or be on boards and committees that provided interaction with people external to the organization.

BEING A SOCIAL INTRAPRENEUR

Social Intrapreneur, n.
1. Someone who works inside corporations or organizations to develop and promote practical solutions to social or environmental challenges where progress is currently stalled by market failures.
2. Someone who applies the principles of social entrepreneurship inside an organization.
3. One characterized by an ‘insider-outsider’ mindset and approach.

- Case Foundation

There are a growing number of resources and examples of people in their twenties who are choosing to reform, develop and leverage their positions within large organizations. There is a tremendous guide produced by the Skoll foundation, IDEO, Allianz and SustainAbility which breaks down the role of becoming a social intrapreneur for individuals. The guide is thorough and provides a step-by-step analysis on how to transform major companies from the inside and how to become a Social Intrapreneur.

This guide can be found at http://www.sustainability.com/downloads_public/TheSocialIntrapreneur.pdf

FINDING MEANING OUTSIDE OF WORK

Finding meaning in one’s career does not only mean finding a job that unites both the desire to make money and the desire to create change. There are many ways for those in their twenties to become engaged in their communities, meet new people and make a real difference without changing their whole profession.

People in their twenties have much to offer organizations—from professional services, board involvement or simply a few hours a week helping to run programs or plan events. Some examples of volunteer and community opportunities that exist are:

- Joining a board of a non-profit or charitable organization
- Volunteering to help coordinate an event for a local organization
- Raising money or canvassing local issues with friends and colleagues
- Volunteering to help run programs that reach individuals in your community

Several programs exist to help twenty-somethings to do the above and more. Below is an example of two different organizations and groups which work in Canada to help people get involved in the communities in innovative ways.

Framework Foundation
an exciting program targeted at 20 to 35 year olds which allows individuals to earn artwork from emerging Canadian artists through the bidding of volunteer hours.

Board Match
a matching and training service for individuals interested in sitting on boards of non-profit organizations.
EXAMPLES OF GOOD JOBS

**Elicia Elliott**  
Transit Planner, Stantec

Provides a planning perspective on traffic engineering projects such as LRT, bicycle infrastructure, and active and alternative transportation policy.

“I knew I wanted to move from a role of activism and advocacy into something more effective, more challenging, and more lasting. I worked hard to become a part of one of the biggest, best, and most influential firms and now I am able to do what I love and learn constantly.”

**Lisa Torjman**  
Associate of Social Entrepreneurship, MaRS

Social Innovation Generation at MaRS is building an enabling environment for social innovators and entrepreneurs, providing them access to resources to help turn their ideas into positive outcomes for society.

“What I found was an opportunity, not a job—per se, but rather a position that I could help shape. I was referred to MaRS through a former employer who had a sense that an opportunity may be opening and that I would make a good candidate. I actively pursued it and subsequently found myself in a series of meetings, where I was asked about everything from my past work experience, to my favorite books to my thoughts on the future of cities—all of which was incorporated into my position. I still view my job as an opportunity—one that is evolving and has unlimited potential based on what I put in.”

**Zahra Ebrahim**  
Principal of Architecture and Innovation at Design Exchange

Runs an architectural think tank that focuses on innovation and does education, public policy, contemporary art, film and publishing around sustainable and green architecture.

“I got the job by literally going on the internet and googling who the president of the Design Exchange was and looking her up, sending her an email, giving her a phone call and she thought that what I had to say was intriguing and it allured her enough to come to our event. Later during a meeting, that was really about holding an exhibit at the Design Exchange, she shut the doors of the board room and asked me what it would take for me to work for someone else.”
EXAMPLES OF GOOD JOB TITLES

From justmeans.com

WILDLIFE BIOLOGIST **EPG INC.** / CULTURAL ANTHROPOLOGIST **IDEA POD** / SENIOR RECYCLING ADVISOR **WASTE AWARE** / PRODUCT MANAGER SUSTAINABLE BRAND MARKETING **JOHNSON + JOHNSON** / RESOURCE PLANNER CITY OF VANCOUVER / GREEN PRODUCT DESIGNER **ALTERNA CORP** / ENERGY MODELER **THE GREEN ENGINEER** / SENIOR ECOLOGIST **CAMPBELL SOUP COMPANY** / OPERATIONS DIRECTOR **DIVINE CHOCOLATE** / PHOTOVOLTAIC SOLAR ARRAY DESIGNER / WEB COORDINATOR AND CONTENT PRODUCER **ECO ENTERPRISE** / PUBLIC RELATIONS ACCOUNT MANAGER **ETHOS MARKETING** / WILDERNESS INSTRUCTORS / INTERACTION DESIGNER **NOKIA DEVELOPING WORLD** / JOURNALISTIC WEB-EDITOR **COPENHAGEN CLIMATE COUNCIL** / ENVIRONMENTAL ANALYST **SAIC** / DESIGNER FOR GREEN ARCHITECTURE FIRM / PARTNERSHIP MANAGER **BBC CHILDREN IN NEED** / ENERGY ENGINEER **GREENSHAPE** / GREEN BUILDING COORDINATOR / BUSINESS DEVELOPMENT ANALYST **BROOKLYN CENTER** / FUND ACCOUNTANT **SOLAR CITY** / EVENTS MARKETING **CLEAN TECH VENTURE NETWORK** / FIELD ORGANIZER **1SKY** / PROJECT ENGINEER **SUN EDISON** / JUNIOR DESIGNER **STEINBERG ARCHITECTS** / PROGRAM COORDINATOR **ENVIRONMENTAL STUDIES PROGRAM** / GRAPHIC DESIGNER **CLIPPER WINDPOWER** / INTERNET DIRECTOR **ENERGY ACTION COALITION** / PROJECT DEVELOPER **ACCIONA ENERGY** / NETWORKING DEVELOPMENT OFFICER **MERCI** / CLIMATE ADVOCATE **UNION OF CONCERNED SCIENTISTS** / PUBLIC RELATIONS ACCOUNT MANAGER **ETHOS MARKETING** / FUNDRAISING ASSOCIATE **SOCIAL ACCOUNTABILITY INTERNATIONAL**
WHERE TO FIND THE GOOD JOBS

In order to find the good jobs you need to do two things: first check the basic job listing sites that we have identified below. Second, create your own list of companies that are working in your specific field of interest and become proactive in developing a relationship with them. Remember the best time to build a relationship with people is before you need a job—so get started right now. The search does not end with companies’ employment pages, but begins with finding a contact within the company and building a relationship based on your ‘future self’.

The following sites are great places to start looking for job postings, opportunities and internships:

Good Work

The following sites contain job listings that cover a variety of different sectors and interests, all relating to finding careers and jobs that are doing good for the world.

- www.justmeans.com
- www.idealist.org
- www.goodworkcanada.ca
- www.cgcareers.org
- www.charityvillage.com
- www.netimpact.org – for members only:
- www.bsr.org
- jobs.care2.com
- jobs.grist.org
- www.nonprofitjobmarket.org
- acre-resources.co.uk/csr-and-sustainability-jobs.php

Green Jobs

The following sites offer job listings for environmentally-focused careers.

- www.ecojobs.com
- www.ecoemploy.com
- www.greenjobs.com
- www.envirolink.org
- www.sustainablebusiness.com/jobs
- jobs.treehugger.com
- jobs.greenbiz.com
- www.greenenergyjobs.com
- www.monstertrak.monster.com/greencareers/
- environmentalcareer.com

International Development

The following sites offer jobs in the International Development field.

- www.reliefweb.int
- jobs.un.org
- www.oneworld.net/jobs
Conclusion

Individuals in their twenties are faced with a sense of incredible opportunity balanced by the challenges of operating within an economy that is largely being shaped not only for them, but also by them.

The challenges being faced are rooted in conventions and beliefs that were once infallible and often remain steadfastly in the minds of many parents, professors and mentors. Those in their twenties are aware of the potential; they are aware of the opportunities that exist as these well-rooted conventions and beliefs transform opportunities and a new economy arises. This awareness is reflected in their definition of meaningful employment, which is grounded in being valued, being challenged and engaged, and seeking work which improves society both through the companies product or service and by the actions of their employer.

The desires and beliefs of these twenty year olds are bolstered by volunteer trips abroad, the mainstreaming of social issues such as climate change, and the ushering in of the age of the ‘Social Entrepreneur’. Twenty-somethings are holding on to the desire of being able to not only make money, but also effect a change in the world. Yet they remain at a loss on how to actualize this desire. This project has shown us that while resources, inspiration, and desire for change do exist, there is a noted absence of concrete examples, role models, or career paths from traditional sources. This leaves people in their twenties unable to see specific steps they should be taking in order to achieve their career goals.

This lack of awareness is not because the path does not exist, nor is it because the opportunity to both make money and change the world is nonexistent – rather, it is because the paths, stories and steps which people before them have taken to find their ideal careers have not been shared or publicized in the same manner as more traditional career paths.

This prompted the question that DreamNow asked. How is it possible to make money and change the world?

What are the steps and what is the path? The last year has enabled us to answer this question and see incredible opportunity in the possibility of sharing the stories, the paths and the steps which we have found enable people to tackle their career path with confidence.

The steps we identified are clear:

1) Start in the middle
2) Be your future self
3) Become an expert
4) Build support
5) Trust time
6) Identify winners

The conversations from which these steps were drawn were filled with the debate about if and when compromise was necessary in developing careers that combine social contribution, personal meaning and financial security. We’ve been left with a resonating sense of hope, of possibility and of an understanding that compromise is not necessary.

There is a comfort and a confidence which comes from knowing that others have and are facing the same barriers, having the same conversations and sharing in similar successes. It is this comfort and confidence that we offer in this report.

Together, we can work to answer the challenges and barriers that were clearly articulated throughout our conversations. It is the next steps, the actions, that stem from this report, that will truly affect those we spoke with and we are excited to take these steps with you.

It is a time of possibility, of excitement and of incredible adventure for those in their twenties and we can't wait to begin living it with you.

- The DreamNow Team
Resources

ORGANIZATIONS AND NETWORKS

**ACCION**
www.accion.org
ACCION is a major player in the micro-credit industry.

**Acumen Fund**
www.acumenfund.org
A fund which brings both business ‘acumen’ and money to businesses that tackle poverty

**Aid to Artisans**
www.aidtoartisans.org
Provides assistance and a market path to indigenous and marginalized artists.

**Ashoka**
www.ashoka.org
A network and fellowship given to top social entrepreneurs around the world. It is a great place to find out about amazing organizations.

**AVINA**
www.avina.net
Avina acts as a hub for sustainable development work in South America

**Bali Institute**
www.baliinstitute.org
A conference venue that hosts a number of social enterprise related conferences.

**BALLE**
www.livingeconomies.org
A network featuring local sustainable businesses around North America. A great place to network.

**Benetech**
www.benetech.org
A company that develops new technology that is focused on social good

**Beyond Gray Pinstripes**
www.beyondgraypinstripes.org
A ranking of primarily American universities based on social indicators

**BRAC**
www.brac.net
They are one of the bigger development organizations working in the social space

**Center for Social Innovation**
www.socialinnovation.ca
A collaborative working space in Toronto, Canada that also acts as a hub for social good.

**Ceres**
www.ceres.org
Largest coalition of investors, environmental and public interest organizations in North America

**Civic Ventures**
www.civicventures.org
They run programs targeted at getting baby boomers and older involved in social entrepreneurship

**Clinton Global Initiative**
www.clintonglobalinitiative.org
Bill Clinton’s organizations that is focused on making pledges for social good

**Consultative Group to Assist the Poor**
www.cgap.org
A source of information on micro-finance.

**Draper Richards Foundation for Social Entrepreneurship**
www.draperrichards.org
An award of $100,000 for three years for start-up organizations

**Echoing Green**
www.echoinggreen.org
A fellowship and award for new social enterprises

**Encore**
www.encore.org
A network for baby boomers that want to make money and change the world
Enterprising Non Profits
www.enterprisingnonprofits.ca
A Canadian-based granting program for non profits looking to start social enterprises

Future Shifters
futureshifter.ning.com
The online social network which is a hub for youth international social entrepreneurs

Global Goods Partners
www.globalgoodspartners.org
They help create markets for community-based organizations around the world

Idealist
www.idealist.org
The one stop shop for all things volunteer and ‘good’

Investors Circle
www.investorscircle.net
A network of investors committed to doing good through business

Kiva
www.kiva.org
A micro-credit model that allows you to be the one who loans the money

MARS Social Innovation Generation
www.marsdd.com
A think-tank/incubator of Canadian social enterprise and technology sectors

Net Impact
www.netimpact.org
The largest university student social entrepreneurship network

New Profit
www.newprofit.com
They help social entrepreneurs grow through both investment and training

Omidyar
www.omidyar.net
Provides grants and investments to social entrepreneurs

Participant Productions
wwwparticipantproductions.com
A film company with a social mindset

Resource Generation
www.resourcegeneration.org
An organization that helps young people with privilege create social change

Schwab Foundation for Social Entrepreneurship
www.schwabfound.org
One of the larger social entrepreneur focused foundations/resource centers

SiUn Valley Microfinance Network
svrn.net
An organization focused on educating and networking around the idea of micro-finance

Skoll Foundation
www.skollfoundation.org
Another one of the big social-entrepreneur foundations, which invest directly in the entrepreneurs themselves

Social Edge
www.socialedge.org
The online home for many blogs on social entrepreneurship

Social Enterprise Alliance
www.se-alliance.org
A networking based organization focused on helping non profits build income streams

Social Venture Networks
wwwsvn.org
A convener of major non profits and businesses committed to social good

Students for the Advancement of Global Entrepreneurship
www.sageglobal.org
An international high-school based social entrepreneurship program
The Elders
www.theelders.org
A union of world leaders funded by Richard Branson that are tackling hard problems.

The Institute for Social Entrepreneurs
www.socialent.org
A great resource for the essentials of social entrepreneurship

The National Center for Social Entrepreneurs
www.missionmoneymatters.org
Helps non profits find a way to be financially self-sufficient

University Network
www.universitynetwork.org
Promotes Social Entrepreneurship within the academic sphere.

Youth Social Enterprise Initiative
www.ysei.org
A convening place for young international social entrepreneurs based out of Malaysia

Youth Venture
www.youthventure.org
Ashoka’s youth social entrepreneurship program

Yes World
www.yesworld.org
An organization dedicated to developing the personal capacity of young leaders and social entrepreneurs

Rise Project
www.riseproject.org
A great resource including an investor directory, reports and case studies brought together by Columbia University

Clean Edge
www.cleanedge.com
A resource for all things to do with clean energy and clean technologies

New Economics Foundation
www.neweconomics.org
A think tank that produces information on the move to a sustainable economy

Social Capitalist Awards
www.fastcompany.com/social
Fast Company Awards for top social entrepreneur run organizations

Working Assets
www.workingassets.com
A company that has mastered the ‘use our product and do good’ solution

Common Good Careers
www.cgcareers.org
A site that helps social entrepreneurs find staff for all levels of the organization.

Tides Canada
www.tides.ca
An organization that provides alternative legal structures for both philanthropy and organizing

UNIVERSITIES

Bainbridge Graduate Institute in Sustainable Business
www.bgieu.edu

Columbia Social Enterprise Program
www4.gsb.columbia.edu/socialenterprise

Duke University’s Center for the Advancement of Social Entrepreneurship
www.fuqua.duke.edu

Haas School of Business at UNC Berkely
www.haas.berkeley.edu

NYU Catherine B. Reynolds Program for Social Entrepreneurship
www.cbrf.org

Oxford University’s Skoll Center for Social Entrepreneurship
www.sbs.ox.ac.uk/skoll

Presido Business School in Sustainable Management
www.presidiomba.org
Stanford University’s Social Innovation and Entrepreneurship Program  
www.gsb.stanford.edu/csi/

University of North Carolina at Chapel Hill  
- Center for Social Enterprise  
www.cse.unc.edu

**Books and Reports**

Values-Driven Business: How to Change the World, Make Money, and Have Fun  
Ben Cohen and Mal Warwick

The Company We Keep  
John Abrams

Social Entrepreneurship: New Models of Sustainable Social Change  
Alix Nicholls

Business As Unusual: My Entrepreneurial Journey, Profits With Principles  
Anita Roddick

Giving: How Each of Us Can Change the World  
Bill Clinton

How to Change the World: Social Entrepreneurs and the Power of New Ideas  
David Bornstein

Stirring It Up: How to Make Money and Save the World  
Gary Hirshberg

Teenage Liberation Handbook  
Grace Llewellyn

Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofit  
J. Gregory Dees, Jed Emerson, and Peter Economy

Enterprising Nonprofits: A Toolkit for Social Entrepreneurs  
J. Gregory Dees, Jed Emerson, and Peter Economy

Entrepreneurship in the Social Sector  
Jane Wei-Skillern, James Austing, Herman Leonard and Howard Stevenson

Secrets of the Young and Successful  
Jennifer Kucshell and Scott Kauffman

The Power of Unreasonable People: How Social Entrepreneurs Create Markets that Change the World  
John Elkington and Pamela Hartigan

We Are The New Radicals  
Julia Moulden

Classified: How to Stop Hiding Your Privilege and Use It For Social Change  
Karen Pittelman and Resource Generation

Creating a World without Poverty  
Muhammad Yunus

Millennials Rising: The Next Great Generation  
Neil Howe

The Ecology of Commerce  
Paul Hawken

Blessed Unrest  
Paul Hawken

Mid-Course Correction  
Ray Anderson

Start Up and Change the World: Guide for Young Social Entrepreneurs  
S. Dev Appanag and Sunit Shrestha

The Soul of a Business  
Tom Chappell
The Tactics of Hope: How Social Entrepreneurs are Changing the World
Wilford Welch

The Soul of Capitalism
William Greider

Cradle to Cradle: Remaking the Way We Make Things
William McDonough and Michael Braungart

MAGAZINES

Entrepreneur Magazine
www.entrepreneur.com
A general entrepreneur focused magazine with occasional articles on social entrepreneurship

Fast Company
www.fastcompany.com
A social entrepreneur friendly magazine with lots of leading coverage

Good
www.goodmagazine.com
A great magazine about all things good for the world based out of LA

ODE
www.odemagazine.com
A social entrepreneur lifestyle magazine

Stanford Social Innovation Review
www.ssireview.org
The definitive source for the latest in social enterprise developments

Alliance Magazine
www.alliancemagazine.org
A magazine focused on philanthropy and social investments

Corporate Knights
www.corporateknights.ca
A Canadian magazine on corporate social responsibility

Social Enterprise Reporter
www.sereporter.com
An online magazine with the latest in social enterprise news

TALKS AND ARTICLES

A Capitalist Jolt for Charity
Steve Lohr
www.nytimes.com/2008/02/24/business/24social.html
A survey article about enterprising non profits

First Jobs: The Best Place to Launch a Career
Moira Herbs
www.businessweek.com/careers/content/oct2006/ca20061024_864787.htm
An article about doing what you love and doing good

Making a Profit While Helping the Poor
Kristi Heim
http://community.seattletimes.nwsource.com/archive/?date=20070429&slug=philanthropy29
A story about micro-finance for profit

Now the good news
Keith Hammonds
www.fastcompany.com/magazine/121/now-the-good-news.html
A summary of the social venture capital market

Realistic Idealists
Alex Williams
An article explaining the movement of generation Y doing good for the world

Skills, Networks and Knowledge: Developing a Career in International Peace and Conflict Resolution
Alliance for Conflict Transformation
**TED**  
www.ted.com  
A great site with the worlds leading thinkers giving 20 minute talks

**The Social Intrapreneur**  
CASE Foundation  
A great paper explaining the movement for Social Intrapreneurs

**Web 2.0 and Millennials**  
Allison Fine  
www.socialcitizens.org/paper  
A paper about web 2.0 and social change

**Wholesome Investing**  
Joanna Glasner  
A great summary of the social investment space

**CONFERENCES**

* Indicates a conference with an emerging leaders component

**Aspen Ideas Festival**  
www.aifestival.org  
A festival of world leaders and social visionaries together for a week

**Bioneers**  
www.bioneers.org  
A large environmental conference with both funders and doers

**Global Knowledge Partnership**  
www.globalknowledge.org  
Technology and international development conference in Malaysia

**International Aids Conference**  
www.aids2008.org  
The largest AIDS/HIV conference globally

**Investors Circle Conferences**  
www.investorscircle.net  
Gatherings of social investors

**MaRS Social Entrepreneurship Forum**  
www.marsdd.com/socialentrepreneurshipsummit  
Gathering of Canadians involved in the social entrepreneurship movement

**National Conference on Volunteering and Service**  
www.volunteeringandservice.org  
A large gathering of those involved in the non-profit and volunteer sector

**Social Venture Network Conferences**  
wwwsvn.org  
The conference series related to the Social Venture Network.

**SVN Hollyhock Conference**  
www.hollyhock.ca  
A premier conference for the who’s who of Canadian social entrepreneurship

**Tallberg**  
www.tallbergfoundation.org  
A premier global conference bringing world leaders and social visionaries together

**TED Conference**  
www.ted.com  
Technology. Entertainment. Design see ted.com for an idea of the speakers

**Web of Change Conference**  
www.webofchange.com/  
A conference bringing socially-minded tech people together for a week

**World Congress on Information Technology**  
www.wcit2008.org  
A large international development + technology conference
The Forum of Young Global Leaders  
www.weforum.org/en/Communities/Young%20Global%20Leaders/  
The ‘young leader’ program of the world economic forum

World Urban Forum  
www.wuf3-fum3.ca  
A UN conference focused on dealing with rapid urbanization

YOUTH-FOCUSED CONFERENCES

Youth Assembly @ the UN  
www.un.org/youth/  
A youth conference bringing 80+ countries together in NYC

Oxfam IYP  
iyp.oxfam.org  
A conference that develops young leaders who are working on social change projects

UNEP Tunza  
www.unep.org/Tunza/  
The UN Environment’s youth program which holds biannual conferences

World Youth Congress  
www.wyc2008.qc.ca  
A large social change conference with 120+ countries represented

Youth Employment Summit  
www.yesweb.org  
Another global youth conference loosely focused on employment issues

SOCIAL INVESTORS

Capital Missions  
www.capitalmissions.com

CEI Ventures  
www.ceiventures.com

Commons Capital  
www.commonscapital.com

GoodCap  
www.goodcap.net

Gray Ghost Ventures  
www.grayghostfund.com

Micro Credit Enterprises  
www.mcenterprises.org

New Cycle Capital  
www.newcyclecapital.com

New Schools Venture Fund  
www.newschools.org

Renewal Partners  
www.renewalpartners.com

SJF Ventures  
www.sjffund.com

Social Capital Partners  
www.socialcapitalpartners.ca

Social Investment Fourm  
www.socialinvest.org

TBL Capital  
www.tlbcapital.com

Underdog Ventures  
www.underdogventures.com

INVESTOR DIRECTORIES

Clean Energy Investors Directory  
www.nrel.gov/technologytransfer/entrepreneurs/directory.html

RISE Project Double Bottom Line Investor Directory  
www.riseproject.org/cgi-bin/rise_build_search.pl


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