

## Shared Entrepreneurship

*A Path to Engaged Employee Ownership*

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## Shared Entrepreneurship A Path to Engaged Employee Ownership

Edited By **Frank Shipper**

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"The authors of *Shared Entrepreneurship* have provided an informative model of how employee-owned firms have had long-term success by sharing the responsibility for innovation among all employees, the resulting financial outcomes and rewards, and the leadership to make a difference. They also provide details that could be used by start-up and established companies to improve their performance through intensive employee engagement concepts. Business students and managers would benefit from reading the examples of shared entrepreneurship in this timely book." - **Mary Ann Beyster, President, Foundation for Enterprise Development; Executive Producer, *We the Owners***

"This essential book shows why companies that share ownership and decision making with their employees significantly outperform those that do not. Better yet, it provides lessons from companies of all types and sizes that can make any company a better and more profitable place to work." - **Corey Rosen, Founder and Senior Staff Member, National Center for Employee Ownership, USA**

"Much of the literature highlights the heroic leader, the lone genius, and the brilliant entrepreneur that created successful innovation. This book is more realistic. It highlights how entrepreneurial activity really unfolds in organizations. You will learn how to make it work for yourself from companies that unleash the entrepreneurial potential in their workforce." - **Kim Cameron, Professor of Management & Organizations, University of Michigan, USA**

"This book is an excellent exploration of various types of employee ownership and its astonishing economic success. It strikes a great balance between the provision of evidence and discussion. It is essential reading for anyone genuinely interested in the long term future of global economies." - **Iain Hasdell, Chief Executive, Employee Ownership Association, UK**

### About the book

Today's views of leadership and management have significantly expanded to incorporate a variety of elements such as rewards, visions, and worker participation. However, most perspectives still view leadership as something that is assigned to a designated person who then exercises influence downward toward subordinate followers. In many ways the persistent top-down command and control theme that supports established leadership thought and practice prevents organizations from fully tapping into their human resources, in turn limiting their flexibility to meet the challenges of increasingly dynamic, complex, and competitive environments.

*Shared Entrepreneurship* replaces the top-down approaches of the past with a new framework that draws strengths and innovation from collaboration and sharing. This book is divided into two main sections. The first section consists of six chapters which provide an in-depth overview and discussion of shared entrepreneurship. The second section consists of eight original case studies conducted by the authors, featuring such companies as Herman Miller, Inc., SRC Holdings, and W.L. Gore Associates.

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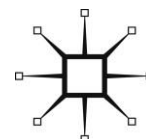
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## Additional Endorsements

"'You get what you give' up to now has been more of a passive statement with just a hint of belief. ***Shared Entrepreneurship: A Path to Shared Employee Ownership*** makes a compelling case that the more one gives, the more one gets."

Jack Stack, CEO of SRC Holdings Corp. & author of ***The Great Game of Business***

"The authors are offering unique insights about how to become a serial innovator - which is the key to success - by engaging the hearts and minds of your people."

Michael A. Volkema, Chairman of Herman Miller, Inc.

"I fully endorse this book as a key resource in educating oneself on the value of employee ownership. The case studies are excellent examples of how employee ownership enhances entrepreneurship and best of all, results. Dr. Shipper et al have captured that when all prosper from the results of a company, everyone benefits. Employee ownership is all about the sharing rewards and this book will be a reward to read."

Terry F. Neimeyer, P.E., BCEE, FACEC, CEO & Chairman of the Board, KCI Technologies, Inc.

"Although HCSS has been practicing many elements of shared entrepreneurship for years, this book lays out the foundation of these principles in a way that pulls together the disparate activities that we have been doing and makes it clear to the employees why we do what we do. Great job! We plan to use this book with all managers, leaders, and as a tool in our leadership development program for future leaders."

Mike Rydin, President/CEO, HCSS

"***Shared Entrepreneurship*** in its introductory chapters provides an outline of how companies can improve the quality of life and financial well-being of worker-owners while developing a superior competitive advantage. In its concluding chapters, it documents how eight companies have done this, and how they came out of the Great Recession of 2008 stronger than their competitors. Leaders interested in how business can improve social and economic conditions for all should read this book."

John Hoffmire, Director of the Impact Bond Fund at Saïd Business School at Oxford University

"***Shared Entrepreneurship*** examines a number of companies that have implemented principles underlying organizational democracy. When these principles are implemented employees have greater freedom at work. In the companies that are examined as well as in other such companies, both humanistic and financial results ensue such as greater engagement and higher returns. This examination is very timely and informative and is strongly recommended for current and futures leaders looking to develop a sustainable competitive advantage."

Traci Fenton, WorldBlu : Founder + Chief Freedom at Work Evangelist

"Employee-ownership and profit-sharing are on the radar screen of every businessperson with a moral vision, every conservative who wants to spread property ownership, every progressive who is interested in economic justice, and anyone interested in how American business can address economic inequality through business successes. ***Shared Entrepreneurship*** tells the stories of companies where ownership and profits are broadly shared by empowered workers and managers. Furthermore, it portrays what the future business world can look like."

Joseph R. Blasi, J. Robert Beyster Professor, Rutgers University & author of *The Citizen's Share*

"***Shared Entrepreneurship*** is a practical, understandable guide how company leaders can develop a 'company of leaders' that will lead to a, or the, leading company in the company's marketplace."

J. Michael Keeling, CAE. President of the ESOP Association

"If the best way to make a company stronger is to learn from the specific practices of some of the most successful companies, then ***Shared Entrepreneurship: A Path to Engaged Employee Ownership*** will give leaders, employee committees, and anyone with an interest in the success of employee ownership tools they can adapt to their own companies."

Loren Rodgers, NCEO (National Center for Employee Ownership) Executive Director

"The authors have done a remarkable job of capturing the essence of shared entrepreneurship. When faith in organizations is waning, they clearly demonstrates that there is, indeed, hope on the horizon. They demonstrate the power of common purpose, the importance of common values and the impact of common risks and rewards. They provide the proverbial proof in the pudding for how to engage the human spirit at work. This book is a must read for any executive, or aspiring executive."

Craig L. Pearce, Founding Director, Deloitte Leadership Institute, Ozyegin University & co-author of ***Share, Don't Take the Lead.***