

government and business leaders are being held to

Government and Business Leaders Are Being Held to Higher Standards: Accountability in the Modern Era

Introduction:

The increasing demand for transparency and ethical conduct is holding government and business leaders to higher standards than ever before.

This heightened scrutiny stems from a growing awareness of the significant impact their decisions have on society, the environment, and the global economy. This article will explore the various factors contributing to this trend, examining the evolving expectations of stakeholders and the consequences of failing to meet them. We will delve into the specific areas where accountability is paramount and analyze the mechanisms currently in place, as well as those needed for the future, to ensure responsible leadership.

Article Outline:

- I. Increased Public Scrutiny and Social Media's Role
- II. The Rise of Stakeholder Capitalism and ESG Investing
- III. Legal and Regulatory Frameworks for Accountability
- IV. The Impact of Global Crises (e.g., pandemics, climate change)
- V. Technological Advancements and Data Transparency
- VI. Building Trust and Maintaining Reputation
- VII. Future Trends and the Evolution of Accountability

I. Increased Public Scrutiny and Social Media's Role:

The rise of social media has amplified public scrutiny of government and business leaders, fostering a culture of immediate accountability.

Platforms like Twitter, Facebook, and Instagram allow individuals to voice their concerns and criticisms instantly, reaching a global audience. This immediate feedback loop forces leaders to address issues swiftly and transparently, lest they face public backlash.

Citizens are more informed and engaged than ever before, demanding greater transparency and ethical behavior from those in positions of power.

Access to information, coupled with the ease of sharing opinions online, creates a powerful mechanism for holding leaders accountable.

II. The Rise of Stakeholder Capitalism and ESG Investing:

Stakeholder capitalism, which prioritizes the needs of all stakeholders - employees, customers, communities, and the environment - is gaining significant traction.

This shift away from a solely shareholder-focused model compels leaders to consider the broader societal impact of their decisions.

Environmental, Social, and Governance (ESG) investing reflects this growing emphasis on responsible business practices.

Investors are increasingly scrutinizing companies' ESG performance, making it crucial for businesses to demonstrate ethical and sustainable practices to attract capital.

III. Legal and Regulatory Frameworks for Accountability:

Stringent laws and regulations are being implemented to increase accountability across both the public and private sectors.

These frameworks aim to prevent corruption, promote transparency, and ensure compliance with ethical standards.

Increased penalties for misconduct and unethical behavior act as a powerful deterrent, encouraging leaders to prioritize responsible conduct.

Heavier fines, criminal charges, and reputational damage create a high cost for failing to meet accountability standards.

IV. The Impact of Global Crises (e.g., pandemics, climate change):

Global crises, such as the COVID-19 pandemic and the escalating climate crisis, have highlighted the critical need for responsible leadership and effective crisis management.

These events have exposed vulnerabilities and shortcomings in existing systems, emphasizing the need for improved accountability.

The handling of these crises has significantly impacted public trust, underscoring the importance of transparent communication and decisive action.

Public perception and confidence are directly tied to how leaders navigate challenges, demanding clear and consistent leadership in times of uncertainty.

V. Technological Advancements and Data Transparency:

Technological advancements, particularly in data analytics and artificial intelligence, are enhancing transparency and accountability.

These tools allow for greater scrutiny of financial transactions, corporate governance, and other critical areas.

Data-driven insights provide a more accurate picture of performance and potential risks, enabling more effective oversight and accountability mechanisms.

The availability of data facilitates more informed decision-making by stakeholders, further strengthening accountability pressures.

VI. Building Trust and Maintaining Reputation:

Building and maintaining public trust is crucial for government and business leaders.

Trust acts as a cornerstone of effective leadership, enabling collaboration and fostering societal well-being.

Transparency, open communication, and a commitment to ethical conduct are essential for fostering trust and building a strong reputation.

Consistent actions that align with stated values are key to building and maintaining public trust.

VII. Future Trends and the Evolution of Accountability:

The future of accountability will likely involve greater use of technology, increased collaboration between stakeholders, and a greater emphasis on long-term sustainability.

Innovative approaches to monitoring and reporting will be necessary to keep pace with evolving challenges.

The demand for accountability will only intensify in the coming years, pushing leaders to adopt more proactive and ethically driven approaches.

This ongoing evolution will require adaptation and innovation from both leaders and the mechanisms designed to hold them accountable.

Conclusion:

The increasing pressure for accountability on government and business leaders reflects a fundamental shift in societal expectations. The convergence of heightened public scrutiny, evolving legal frameworks, technological advancements, and the growing awareness of global challenges has created an environment where ethical conduct and transparency are not just desirable, but essential for leadership. Failing to meet these expectations comes with severe consequences, impacting not only reputations but also long-term sustainability and public trust. The future of leadership hinges on embracing these evolving standards and proactively establishing mechanisms that ensure responsible and accountable governance.

Frequently Asked Questions (FAQs):

Q: What are the consequences of failing to meet accountability standards? A: Consequences can range from reputational damage and financial penalties to legal repercussions and even criminal charges. The specific consequences will vary depending on the nature of the misconduct and the applicable laws and regulations.

Q: How can leaders build and maintain public trust? A: Building trust requires transparency, open communication, ethical conduct, and a demonstrated commitment to the well-being of all stakeholders. Consistency in actions and words is crucial.

Q: What role does technology play in increasing accountability? A: Technology, including data analytics and AI, enhances transparency by allowing for greater scrutiny of actions and decisions. It provides tools for more effective monitoring and reporting.

Q: What are the future trends in accountability? A: Future trends will likely involve increased use of technology, greater stakeholder collaboration, and a greater focus on long-term sustainability. Innovative approaches to monitoring and reporting will be crucial.

Related Keywords:

Corporate Social Responsibility (CSR), ESG investing, stakeholder capitalism, ethical leadership, transparency, accountability, government regulation, corporate governance, social media, public scrutiny, crisis management, reputation management, sustainable development, data transparency, technological advancements, public trust.

government and business leaders are being held to: The New Corporation Joel Bakan, 2020-09-22 Silver WINNER of the 2021 Axiom Business Book Awards in Business Ethics WINNER of the 2021 Jim Deva Prize for Writing That Provokes From the author of *The Corporation: The Pathological Pursuit of Profit and Power* comes this deeply informed and unflinching look at the way corporations have slyly rebranded themselves as socially conscious entities ready to tackle society's problems, while CEO compensation soars, income inequality is at all-time highs, and democracy sits in a precarious situation. Over the last decade and a half, business leaders, Silicon Valley executives, and the Davos elite have been calling for a new kind of capitalism. The writing was on the wall. With income inequality soaring, wages stagnating, and a climate crisis escalating, it was no longer viable to justify harming the environment and ducking taxes in the name of shareholder value. Business leaders realized that to get out in front of these problems, they had to make social and environmental values the very core of their messaging. Their essential pitch was: Who could be better suited to address major societal issues than efficiently run corporations? There is just one small problem with their doing well by doing good pitch. Corporations are still, ultimately, answerable to their shareholders, and doing well always comes first. This essential truth lies at the heart of Joel Bakan's argument. In lucid and engaging prose, Bakan lays bare a litany of immoral corporate actions and documents corporate power grabs dressed up as social initiatives. He makes clear the urgency of the problem of the corporatization of society itself and shows how people are fighting back and making gains on a grassroots level.

government and business leaders are being held to: We the Possibility Mitchell Weiss, 2021-01-19 Can we solve big public problems anymore? Yes, we can. This provocative and inspiring book points the way. The huge challenges we face are daunting indeed: climate change, crumbling infrastructure, declining public education and social services. At the same time, we've come to accept the sad notion that government can't do new things or solve tough problems—it's too big, too slow, and mired in bureaucracy. Not so, says former public official, now Harvard Business School professor, Mitchell Weiss. The truth is, entrepreneurial spirit and savvy in government are growing, transforming the public sector's response to big problems at all levels. The key, Weiss argues, is a shift from a mindset of Probability Government—overly focused on safe solutions and mimicking so-called best practices—to Possibility Government. This means public leadership and management that's willing to boldly imagine new possibilities and to experiment. Weiss shares the three basic

tenets of this new way of governing: Government that can imagine: Seeing problems as opportunities and involving citizens in designing solutions Government that can try new things: Testing and experimentation as a regular part of solving public problems Government that can scale: Harnessing platform techniques for innovation and growth The lessons unfold in the timely episodes Weiss has seen and studied: the US Special Operations Command prototyping of a hoverboard for chasing pirates; a heroin hackathon in opioid-ravaged Cincinnati; a series of experiments in Singapore to rein in Covid-19; among many others. At a crucial moment in the evolution of government's role in our society, *We the Possibility* provides inspiration and a positive model, along with crucial guardrails, to help shape progress for generations to come.

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government and business leaders are being held to: Corporate Stewardship Susan Albers Mohrman, James O'Toole, Edward E. Lawler III, 2017-09-29 Stewardship entails a profound understanding and acceptance of the challenges that result from the organization's interdependence with the societal and ecological contexts in which it operates—and of what it takes to embrace the challenges to be a force for building a viable future. This book dares to ask 'why' business leaders should embrace stewardship in the current market where profit reigns supreme. A shift in approach represents fundamental change for the corporate world, and even the most advanced corporations consider themselves to be in the starting block of this transition. The book sets out the practical ways in which corporate stewardship can be achieved through embedding new approaches across the different functions of a business. This book, written by the leading thinkers in sustainability research, provides practical guidance on how companies can resolve the paradoxical challenges they face. How can they be at the same time profitable and responsible, effective and ethical, sustainable and adaptable? It explores what businesses are doing, what they can and should do to effectively respond to external challenges, and focuses on how leaders can create cultures, strategies, and designs far beyond "business as usual". Stewards must not only make proper current use of that which they hold in trust, they also must leave it in better condition for use by future generations. Corporate Stewardship challenges managers, executives, and directors of global corporations to think and act as stewards of both their organizations and the physical and social environments in which they operate.

government and business leaders are being held to: We the Corporations: How American Businesses Won Their Civil Rights Adam Winkler, 2018-02-27 National Book Award for Nonfiction Finalist National Book Critics Circle Award for Nonfiction Finalist A New York Times Notable Book of the Year A Washington Post Notable Book of the Year A PBS "Now Read This" Book Club Selection Named one of the Best Books of the Year by the Economist and the Boston Globe A landmark exposé and "deeply engaging legal history" of one of the most successful, yet least known, civil rights movements in American history (Washington Post). In a revelatory work praised as "excellent and timely" (New York Times Book Review, front page), Adam Winkler, author of

Gunfight, once again makes sense of our fraught constitutional history in this incisive portrait of how American businesses seized political power, won “equal rights,” and transformed the Constitution to serve big business. Uncovering the deep roots of Citizens United, he repositions that controversial 2010 Supreme Court decision as the capstone of a centuries-old battle for corporate personhood. “Tackling a topic that ought to be at the heart of political debate” (Economist), Winkler surveys more than four hundred years of diverse cases—and the contributions of such legendary legal figures as Daniel Webster, Roger Taney, Lewis Powell, and even Thurgood Marshall—to reveal that “the history of corporate rights is replete with ironies” (Wall Street Journal). *We the Corporations* is an uncompromising work of history to be read for years to come.

government and business leaders are being held to: *Net Positive* Paul Polman, Andrew Winston, 2021-10-05 A Financial Times Best Business Book of the Year Named one of 10 Best New Management Books for 2022 by Thinkers50 An advocate of sustainable capitalism explains how it's done — The Economist Polman's new book with the sustainable business expert Andrew Winston...argues that it's profitable to do business with the goal of making the world better. — The New York Times Named as recommended reading by Fortune's CEO Daily ...Polman has been one of the most significant chief executives of his era and that his approach to business and its role in society has been both valuable and path-breaking. — Financial Times The ex-Unilever CEO who increased his shareholders' returns by 300% while ensuring the company ranked #1 in the world for sustainability for eleven years running has, for the first time, revealed how to do it. Teaming up with Andrew Winston, one of the world's most authoritative voices on corporate sustainability, Paul Polman shows business leaders how to take on humanity's greatest and most urgent challenges—climate change and inequality—and build a thriving business as a result. In this candid and straight-talking handbook, Polman and Winston reveal the secrets of Unilever's success and pull back the curtain on some of the world's most powerful c-suites. *Net Positive* boldly argues that the companies of the future will profit by fixing the world's problems, not creating them. Together the authors explode our most prevalent corporate myths: from the idea that business' only function is to maximise profits, to the naïve hope that Corporate Social Responsibility will save our species from disaster. These approaches, they argue, are destined for the graveyard. Instead, they show corporate leaders how to make their companies *Net Positive*—thriving by giving back more to the world than they take. *Net Positive* companies unleash innovation, build trust, attract the best people, thrill customers, and secure lasting success, all by helping create stronger, more inclusive societies and a healthier planet. Heal the world first, they argue, and you'll satisfy your investors as a result. With ambitious vision and compelling stories, *Net Positive* will teach you how to find the inner purpose and courage you need to embrace the only business model that will matter in the years ahead. You will learn how to lead others and unlock your company's soul, while setting and delivering big and aggressive goals, and taking responsibility for all of your company's impacts. You'll find out the secrets to partnering with others, including your competition and critics, to drive transformative change from which you will prosper. You'll build a company that serves your people, your customers, your communities, your shareholders—and your children and grandchildren will thank you for it. Is this win-win for business and humanity too good to be true? Don't believe it. The world's smartest CEOs are already taking their companies on the *Net Positive* journey and benefitting as a result. Will you be left behind? Join the movement at netpositive.world

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economy—laissez-faire government, poorly managed globalization, the rise of technology in favor of the few, or yet another reason—is wide open. Stakeholder Capitalism: A Global Economy that Works for Progress, People and Planet argues convincingly that if we don't start with recognizing the true shape of our problems, our current system will continue to fail us. To help us see our challenges more clearly, Schwab—the Founder and Executive Chairman of the World Economic Forum—looks for the real causes of our system's shortcomings, and for solutions in best practices from around the world in places as diverse as China, Denmark, Ethiopia, Germany, Indonesia, New Zealand, and Singapore. And in doing so, Schwab finds emerging examples of new ways of doing things that provide grounds for hope, including: Individual agency: how countries and policies can make a difference against large external forces A clearly defined social contract: agreement on shared values and goals allows government, business, and individuals to produce the most optimal outcomes Planning for future generations: short-sighted presentism harms our shared future, and that of those yet to be born Better measures of economic success: move beyond a myopic focus on GDP to more complete, human-scaled measures of societal flourishing By accurately describing our real situation, Stakeholder Capitalism is able to pinpoint achievable ways to deal with our problems. Chapter by chapter, Professor Schwab shows us that there are ways for everyone at all levels of society to reshape the broken pieces of the global economy and—country by country, company by company, and citizen by citizen—glue them back together in a way that benefits us all.

government and business leaders are being held to: The Fourth Industrial Revolution Klaus Schwab, 2017-01-03 World-renowned economist Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, explains that we have an opportunity to shape the fourth industrial revolution, which will fundamentally alter how we live and work. Schwab argues that this revolution is different in scale, scope and complexity from any that have come before. Characterized by a range of new technologies that are fusing the physical, digital and biological worlds, the developments are affecting all disciplines, economies, industries and governments, and even challenging ideas about what it means to be human. Artificial intelligence is already all around us, from supercomputers, drones and virtual assistants to 3D printing, DNA sequencing, smart thermostats, wearable sensors and microchips smaller than a grain of sand. But this is just the beginning: nanomaterials 200 times stronger than steel and a million times thinner than a strand of hair and the first transplant of a 3D printed liver are already in development. Imagine “smart factories” in which global systems of manufacturing are coordinated virtually, or implantable mobile phones made of biosynthetic materials. The fourth industrial revolution, says Schwab, is more significant, and its ramifications more profound, than in any prior period of human history. He outlines the key technologies driving this revolution and discusses the major impacts expected on government, business, civil society and individuals. Schwab also offers bold ideas on how to harness these changes and shape a better future—one in which technology empowers people rather than replaces them; progress serves society rather than disrupts it; and in which innovators respect moral and ethical boundaries rather than cross them. We all have the opportunity to contribute to developing new frameworks that advance progress.

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government and business leaders are being held to: The Politics Industry Katherine M. Gehl, Michael E. Porter, 2020-06-23 Leading political innovation activist Katherine Gehl and

world-renowned business strategist Michael Porter bring fresh perspective, deep scholarship, and a real and actionable solution, Final Five Voting, to the grand challenge of our broken political and democratic system. Final Five Voting has already been adopted in Alaska and is being advanced in states across the country. The truth is, the American political system is working exactly how it is designed to work, and it isn't designed or optimized today to work for us—for ordinary citizens. Most people believe that our political system is a public institution with high-minded principles and impartial rules derived from the Constitution. In reality, it has become a private industry dominated by a textbook duopoly—the Democrats and the Republicans—and plagued and perverted by unhealthy competition between the players. Tragically, it has therefore become incapable of delivering solutions to America's key economic and social challenges. In fact, there's virtually no connection between our political leaders solving problems and getting reelected. In *The Politics Industry*, business leader and path-breaking political innovator Katherine Gehl and world-renowned business strategist Michael Porter take a radical new approach. They ingeniously apply the tools of business analysis—and Porter's distinctive Five Forces framework—to show how the political system functions just as every other competitive industry does, and how the duopoly has led to the devastating outcomes we see today. Using this competition lens, Gehl and Porter identify the most powerful lever for change—a strategy comprised of a clear set of choices in two key areas: how our elections work and how we make our laws. Their bracing assessment and practical recommendations cut through the endless debate about various proposed fixes, such as term limits and campaign finance reform. The result: true political innovation. *The Politics Industry* is an original and completely nonpartisan guide that will open your eyes to the true dynamics and profound challenges of the American political system and provide real solutions for reshaping the system for the benefit of all. THE INSTITUTE FOR POLITICAL INNOVATION The authors will donate all royalties from the sale of this book to the Institute for Political Innovation.

government and business leaders are being held to: Firms of Endearment Rajendra Sisodia, David Wolfe, Jagdish N. Sheth, 2003-01-30 Today's best companies get it. From Costco® to Commerce Bank, Wegmans to Whole Foods®: they're becoming the ultimate value creators. They're generating every form of value that matters: emotional, experiential, social, and financial. And they're doing it for all their stakeholders. Not because it's "politically correct": because it's the only path to long-term competitive advantage. These are the Firms of Endearment. Companies people love doing business with. Love partnering with. Love working for. Love investing in. Companies for whom "loyalty" isn't just real: it's palpable, and driving unbeatable advantages in everything from marketing to recruitment. You need to become one of those companies. This book will show you how. You'll find specific, practical guidance on transforming every relationship you have: with customers, associates, partners, investors, and society. If you want to be great—truly great—this is your blueprint. We're entering an Age of Transcendence, as people increasingly search for higher meaning in their lives, not just more possessions. This is transforming the marketplace, the workplace, the very soul of capitalism. Increasingly, today's most successful companies are bringing love, joy, authenticity, empathy, and soulfulness into their businesses: they are delivering emotional, experiential, and social value—not just profits. *Firms of Endearment* illuminates this, the most fundamental transformation in capitalism since Adam Smith. It's not about "corporate social responsibility": it's about building companies that can sustain success in a radically new era. It's about great companies like IDEO and IKEA®, Commerce Bank and Costco®, Wegmans and Whole Foods®: how they earn the powerful loyalty and affection that enables truly breathtaking performance. This book is about gaining "share of heart," not just share of wallet. It's about aligning stakeholders' interests, not just juggling them. It's about building companies that leave the world a better place. Most of all, it's about why you must do all this, or risk being left in the dust... and how to get there from wherever you are now.

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government power and regulation are typically used to assist the powerful. -Paul A. Gigot Editorial Page Editor, the Wall Street Journal Exposes the dirty little secret of American politics: how big businesses work with statist politicians to diminish the prosperity and freedom of consumers, taxpayers, and entrepreneurs. Carney employs top-notch writing ability, passion for liberty, and understanding of economics to demolish the myth that big business is a foe of big government. Everyone who seeks to understand who really benefits from big government should read this book, as should anyone who still believes that the interventionist state benefits the average person. -Congressman Ron Paul U.S. House of Representatives, 14th District of Texas Small entrepreneurial businesses are the backbone success of our great economy. They are the biggest job and wealth creators. Is that why big corpocratic behemoth firms collude with big government for a liberal agenda of higher taxes and overregulation that will punish the small risk-takers? Tim Carney's new book describes how anti-business big business can be. -Lawrence Kudlow Host of CNBC's Kudlow & Company Tim Carney explodes the myth that big business and big government are natural opponents. All too often, as he points out, they're both engaged in a common enterprise: picking your pocket. -Ramesh Ponnuru Senior Editor, National Review A romping tour de force of the love affair between big business and big government from Teddy Roosevelt and the Robber Barons to Enron and the Kyoto Treaty. Indispensable for understanding how government regulation really works. -Donald Devine Grewcock Professor of Political Science, Bellevue University Every CEO in America should read this book today, issue new directives to their bureaucrat-appeasing Washington lobbyist tomorrow, and join in the fight for economic liberalization. -Fred L. Smith, Jr. Founder and President, Competitive Enterprise Institute

government and business leaders are being held to: From Here to Equality, Second Edition William A. Darity Jr., A. Kirsten Mullen, 2022-07-27 Racism and discrimination have choked economic opportunity for African Americans at nearly every turn. At several historic moments, the trajectory of racial inequality could have been altered dramatically. But neither Reconstruction nor the New Deal nor the civil rights struggle led to an economically just and fair nation. Today, systematic inequality persists in the form of housing discrimination, unequal education, police brutality, mass incarceration, employment discrimination, and massive wealth and opportunity gaps. Economic data indicates that for every dollar the average white household holds in wealth the average black household possesses a mere ten cents. This compelling and sharply argued book addresses economic injustices head-on and make the most comprehensive case to date for economic reparations for U.S. descendants of slavery. Using innovative methods that link monetary values to historical wrongs, William Darity Jr. and A. Kirsten Mullen assess the literal and figurative costs of justice denied in the 155 years since the end of the Civil War and offer a detailed roadmap for an effective reparations program, including a substantial payment to each documented U.S. black descendant of slavery. This new edition features a new foreword addressing the latest developments on the local, state, and federal level and considering current prospects for a comprehensive reparations program.

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legal scholarship, and personal experiences to provide the first hands-on, comprehensive explanation of what's gone wrong, exposing multiple avenues through which our government has been infiltrated and disabled by corporate powers. *Captured* reveals an original oversight by the Founders, and shows how and why corporate power has exploited that vulnerability: to strike fear in elected representatives who don't "get right" by threatening million-dollar dark money election attacks (a threat more effective and less expensive than the actual attack); to stack the judiciary—even the Supreme Court—in business-friendly ways; to capture the administrative agencies meant to regulate corporate behavior; to undermine the civil jury, the Constitution's last bastion for ordinary citizens; and to create a corporate alternate reality on public health and safety issues like climate change. *Captured* shows that in this centuries-long struggle between corporate power and individual liberty, we can and must take our American government back into our own hands.

government and business leaders are being held to: Conscious Capitalism, With a New Preface by the Authors John Mackey, Rajendra Sisodia, 2014-01-07 The bestselling book, now with a new preface by the authors At once a bold defense and reimagining of capitalism and a blueprint for a new system for doing business, *Conscious Capitalism* is for anyone hoping to build a more cooperative, humane, and positive future. Whole Foods Market cofounder John Mackey and professor and *Conscious Capitalism, Inc.* cofounder Raj Sisodia argue that both business and capitalism are inherently good, and they use some of today's best-known and most successful companies to illustrate their point. From Southwest Airlines, UPS, and Tata to Costco, Panera, Google, the Container Store, and Amazon, today's organizations are creating value for all stakeholders—including customers, employees, suppliers, investors, society, and the environment. Read this book and you'll better understand how four specific tenets—higher purpose, stakeholder integration, conscious leadership, and conscious culture and management—can help build strong businesses, move capitalism closer to its highest potential, and foster a more positive environment for all of us.

government and business leaders are being held to: *Who Rules America Now?* G. William Domhoff, 1986 The author is convinced that there is a ruling class in America today. He examines the American power structure as it has developed in the 1980s. He presents systematic, empirical evidence that a fixed group of privileged people dominates the American economy and government. The book demonstrates that an upper class comprising only one-half of one percent of the population occupies key positions within the corporate community. It shows how leaders within this power elite reach government and dominate it through processes of special-interest lobbying, policy planning and candidate selection. It is written not to promote any political ideology, but to analyze our society with accuracy.

government and business leaders are being held to: **Business Engagement in Building Healthy Communities** Institute of Medicine, Board on Population Health and Public Health Practice, Roundtable on Population Health Improvement, 2015-05-08 *Business Engagement in Building Healthy Communities* is the summary of a workshop convened by the Institute of Medicine's Roundtable on Population Health Improvement in July 2014 to consider the role of business in improving population health beyond the usual worksite wellness and health promotion activities. The workshop followed previous roundtable discussions on the importance of applying a health lens to decision making in non-health sectors and the need for cross-sector collaborations to advance population health. Invited speakers included representatives from several businesses that have taken action to improve the health of their communities and representatives of business coalitions on health. The workshop was designed to discuss why engaging in population health improvement is good for business; explore how businesses can be effective key leaders in improving the health of communities; and discuss ways in which businesses can engage in population health improvement. This report is a record of the presentations and discussion of the event

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carefully examining a growing yet underappreciated political practice, *Politics at Work* contributes to our understanding of the changing workplace, as well as the increasing power of corporations in American politics. It is essential reading for anyone interested in the connections between inequality, public policy, and American democracy.

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twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings?

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