

Battilana Clip 5 Transcript

JULIE BATTILANA: So do you agree with Kate? Do you think that in this case, based on the information you have, Sridhar is well positioned to be an activist? Do you think that if you collect the data-- Genevieve-- it's actually something he could do?

GENEVIEVE: So I don't think. I think that he is an outsider in the system, he doesn't really have a reputation in this arena. I mean, he has a pretty impressive board in OrganJet, like a lot of great people in the field. But I think him in his personal reputation doesn't really have that opportunity. I also question if this is an issue that business can solve, which seems kind of sacrilegious to say at HBS, but I am leaning more--

JULIE BATTILANA: It is important to talk about what business can do and the limits of business, and how business can partner with other sectors. So it's critical.

GENEVIEVE: Yeah. And I think in this situation, I would say that he should set it up as GuardianWings.

JULIE BATTILANA: And not for profit.

GENEVIEVE: Not for profit. I think that the potential public backlash to serving really rich people in the beginning will actually inhibit his ability to run the business. And I think we talk a lot about how he needs to do OrganJet first in order to prove out the business model and have the business model be profitable. But I don't actually think that this needs to be profitable. He can rely on the goodwill of fractional jet planes and--

JULIE BATTILANA: So you're sort of thinking that you're going to, what? Call them and say, hey, you probably have a CSR program?

GENEVIEVE: Yeah.

JULIE BATTILANA: Corporate responsibility.

GENEVIEVE: Or like people who--

JULIE BATTILANA: Do that for free?

GENEVIEVE: Yeah. Or people who are personally invested in-- rich donors who are personally invested in changing the system. For example, some of the patients or next of kin that they weren't able to effect change.

JULIE BATTILANA: OK. So then it means that Sridhar is going to become a fundraiser. Do you think he's well positioned to be a fundraiser? Can he effectively raise funds?

GENEVIEVE: Well, he's a professor, if I remember correctly. So that is also TBD, but I think he does have very good relationships with the fractional jet companies, so that could be an avenue.

JULIE BATTILANA: So, wait, wait, wait. He's a professor, so that's TBD.

[LAUGHTER]

GENEVIEVE: Well, I don't know if being a professor gives you access to really rich people.

JULIE BATTILANA: In terms of his ability to do anything. You know?

[LAUGHTER] Even

Teaching at that point. We're just sort of, I don't know.

[LAUGHTER]

Can you be more specific about that? I mean, I think you knew where I'm going. Can you run the whole analysis of his sources of power? And so he's a professor, and TBD. But can he fundraise?

[LAUGHTER]

And then he will tell you, I'm sure, shortly.

GENEVIEVE: Sorry. I'm casting a lot of aspirations on their character unfairly. So can he be a good fundraiser? I think when I look at his background, he clearly has a reputation in the academic field for being a great professor and also having great research and being a leading expert. I don't know that necessarily mean say that grants him access to networks of donors. So from a relational perspective, I don't know if that necessarily allows him to do that.

But I do think because he has already done a lot of research in fractional jets, I think he is a customer as well, if I remember correctly. I think so that might be a relationship in which he could leverage to make this business model work.

JULIE BATTILANA: OK. So you're sort of saying he has this experience, and in terms of the relationships, you were talking about academia but not only academia-- it's also in this world of fractional jets. OK.

GENEVIEVE: And then, when it comes to positional power, I'm not really sure that being the CEO of a non-profit is necessarily a true positional power, but he can lean on the relational power he has with the board that he has right now.

JULIE BATTILANA: OK. So for relational power, you're saying that you see the board as being critical.

GENEVIEVE: Mm-hmm.

JULIE BATTILANA: OK. So with all of that, you're sort of thinking, TBD, but you have some faith that you could be running the not-for-profit. OK. And so anything else that you think we should add as we think about Sridhar and who he is and his sources of power and what he is well positioned to do because we think about the role he can play in this movement for change. Yonge.