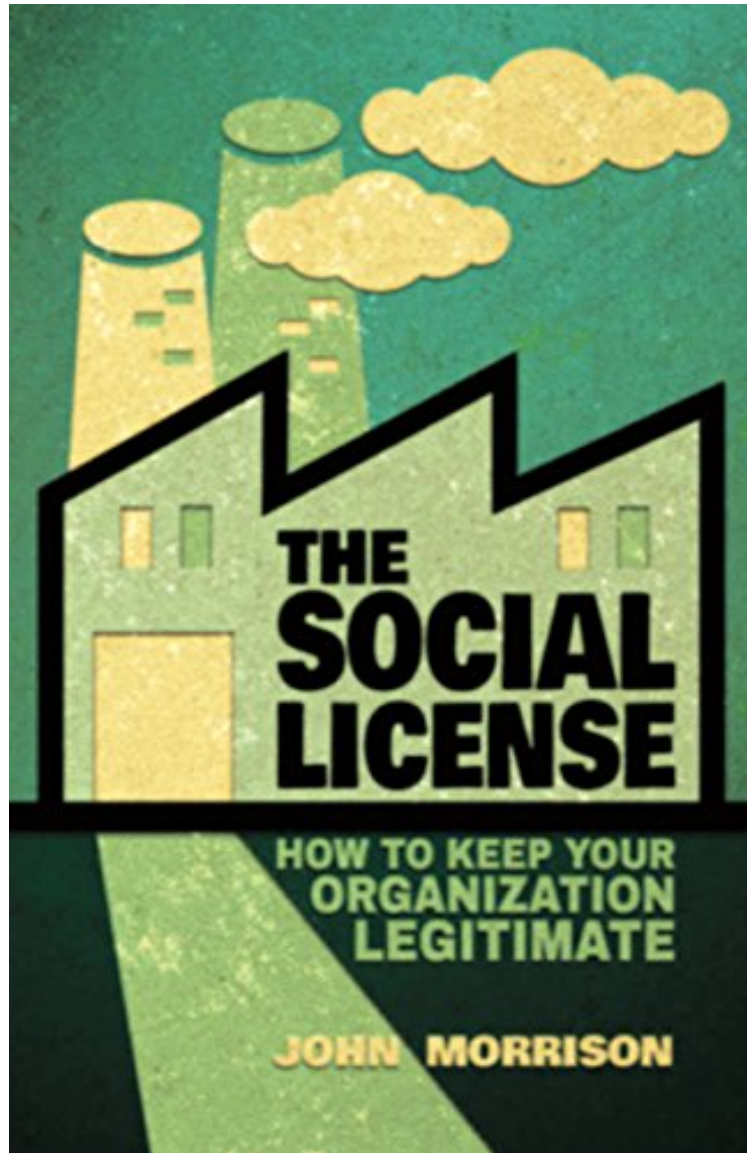


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## The Social License: How to Keep Your Organization Legitimate

*John Morrison*

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**John Morrison : The Social License: How to Keep Your Organization Legitimate** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Social License: How to Keep Your Organization Legitimate:

0 of 1 people found the following review helpful. A good read!By Milena GrilloInformed, concise, clarifying... A good read!2 of 2 people found the following review helpful. an important topic, by a renowned expertBy cbJohn Morrison is a thought leader in the business and human rights movement, having worked at The Body Shop, led the Business Leaders Initiative on Human Rights, and now serving as founding Executive Director of the Institute for

Human Rights and Business. As such, he is an expert in the "social license to operate" that companies must secure all over the world. (Disclosure: I have known John for years and think highly of him as a colleague and friend.) In this, his first book, Morrison traces the roots of that idea to social contract theory, and broadens the debate beyond his usual professional realm of companies to include governments and nongovernment organizations, rightly asserting that all organizations need legitimacy. This is not a book for beginners to the debate over corporations' responsibilities to society; newcomers to the topic might need to visit some of the sources helpfully cited in the notes. And I found myself wishing that Morrison had included more stories to illustrate his points. Regardless, this is an important contribution to an important debate; and Morrison has done the world a favor by sharing his thoughts and expertise.

A distinctive and direct guide to legitimacy in business, focusing on the new benchmark of 'Social License to Operate'. Featuring case studies of what is and isn't working, this book explains how business owners and CSR professionals can integrate legitimacy into the heart of their company strategy, beyond CSR and good PR.

"Provocative and challenging The Social License makes a compelling case for why companies must look to increase their positive social impact as an integral part of their core business strategies." - Paul Polman, CEO, Unilever plc  
"John Morrison has led significant initiatives on business and human rights over recent years. Now his book takes some of that collective experience and orders it conceptually in a way that is accessible and makes an important point about the social licence of corporations to operate." - Mary Robinson, former President of Ireland; United Nations Special Envoy on Climate Change  
"In this provocative book, John Morrison takes us beyond CSR into the realm of 'the social license' and how it is earned, and then all the way to the social contract on which any sustainable societal order ultimately must rest. The intellectual journey is well worth the while." - John G. Ruggie, Professor of Human Rights and International Affairs, Harvard University; former United Nations Special Representative for Business and Human Rights  
"The Social License is fundamentally about accountability to people and not just powerful interests. John Morrison's book reminds all organizations - governments, business and civil society - to focus on the legitimacy of their own actions." - Kumi Naidoo, Executive Director, Greenpeace International  
"John Morrison has written a thought provoking, path-finding book that should be essential reading for any corporate executive seeking to achieve a growing, sustainable business. It sets out a textured, multi-layered, challenging framework that is foundational to maintaining a social license in a social media world of increasing and rising expectations." - Ed Potter, Director, Global Workplace Rights, The Coca-Cola Company  
"My three words to describe John Morrison's book: Timely not; because what used to be acceptable behaviour by business a few decades ago is no longer the case today and because social license is much more than CSR; Targeted because it reaches out not only to business but also governments and civil society; Trustworthy because with his vast experience and knowledge John Morrison, convinces us both theoretically and practically. A book to be read, discussed, and used!" - Margot Wallstrom, former Vice President of the European Commission; former UN Special Representative on Sexual Violence in Conflict  
About the Author  
John Morrison is a leading practitioner and thinker on issues relating to the social responsibilities of government, business, and civil society. He is currently the Executive Director of the Institute for Human Rights and Business ([www.ihrb.org](http://www.ihrb.org)), and has advised a number of governments, the European Union, OECD, and the United Nations on related issues. Previously, John has worked in business, civil society, and government, and lived and worked in Europe and North America. He has been a Harkness Fellow, member of a number of advisory boards, and chaired the Jury of the Dutch Government's Human Rights Award in 2013. He has written and spoken widely on human rights, international migration, and corporate responsibility.