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In 1955, Nathan Swartz bought the Abington Shoe Company, an organization that manufactured unbranded boots for retailers throughout New England. In time, three generations of family-run leadership made that small New England shoe manufacturer evolve into a household name brand of high quality boots and outdoor apparel called Timberland. While Timberland's recognition and reputation for a quality manufacturer of boots is noteworthy, the company also provides an example of a unique and paradigmatic business model. As COO, Nathan's grandson Jeffrey Swartz instituted and communicated a core set of values to Timberland's employees, stockholders, consumers, and the public. Central to the core values of the organization is social involvement.

There are many organizations that are involved in the community; so why is Timberland unique? In 1990, Timberland began a relationship with City Year, a non-profit corps-based service organization. This relationship evolved into a $5 million a year partnership between the two organizations. The two organizations provide an example of a working partnership between a for-profit business and a non-profit organization that changes many conceptions of corporate philanthropy.

Internally, Timberland established a Social Enterprise division, which manages the partnership and plans all of the community service projects for their organization. In 1993, Timberland first instituted a policy of paid time off to do service projects, providing employees sixteen hours per year. By 1994, the company doubled the hours in the policy. In 1997, during the "Presidents' Summit for America's Future," Timberland demonstrated their conviction and long-term commitment to community service and corporate social responsibility, announcing that they would give their employees forty hours of paid time off annually to do service. This type of commitment is extremely rare, matched by corporation in America's business community. Through its commitment to corporate social responsibility and its successful partnership with City Year, Timberland is an ideal case to examine, as it is a company that has attempted to make money while

contributing to the good of society. This notion contradicts many conceptions of contemporary economic theory, and certainly indicates a paradigm shift in defining socially responsible businesses.

From the commencement of the research, it was evident that the Timberland Corporation thrives because it functions from a core set of values, aptly identified as "Boot, Brand, and Belief." "Boot" refers to the origins of the company, in 1965, Nathan Swartz utilized the technology which produced the world's first guaranteed waterproof boots. The image of the "yellow boot" serves as a model for the core attributes of all Timberland's outdoor products – quality, value, performance, and durability. "Brand" refers to what the name, Timberland, has grown to stand for since 1973, when the company began marketing their boot with this label, and 1978, when the Swartzes renamed the company following Nathan's death. "Belief," as defined by Jeffrey Swartz, is "an internal and external expression about what you do and why you do it." Jeff Swartz further articulated the relationship and integration of these core values:

> The company has the belief that each individual can and must make a difference in the way we experience life on this planet.... As a company we have both a responsibility and an interest in engaging the world around us. By doing so, we deliver value to our four constituencies: consumers, shareholders, employees, and the community," said Swartz. "We offer the consumer a company to believe in and get involved with; we offer our employees a set of beliefs that transcend the workplace; we offer the community an active and supportive corporate neighbor; and we offer shareholders a company people want to both buy from and work for.

The purpose for this case study is to test the applicability and validity of Gill Hickman's emerging conceptual framework, "transformistic organizations," within the context of the Timberland Corporation. The Timberland model will ideally demonstrate strengths, weaknesses, and new areas for development of Hickman's model.

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A Framework for Social Enterprise

Historical Perspective

Though scholarly research in regards to social enterprise[a] has evolved only within

the past three decades, the concept of community and civic engagement within society

has been part of the American story since this nation's inception. In one of the most

famous colonial commentaries on the United States, *Democracy in America,* Alexis de

Tocqueville wrote of his admiration for the Americans' capacity to organize and work

together for social good.

> In democracies, though no one is presented with great benefits, constant
> acts of kindness are performed. A self-sacrificing man is rare, but all are
> obliging.... {For example}, it often happens in the most civilized countries
> of the world that a man in misfortune is almost as isolated in the crowd as
> a savage in the woods. That is hardly ever the case in the United States.
> The Americans...are hardly ever insensitive, and though they may be in no
> hurry to volunteer services, they do not {ever} refuse them.[1]

There has been an equally long tradition in America of the role of business in

society. By the last quarter of the 19th century, "the modern corporation, with its limited

liability and immense financial power, began to emerge as the dominant form of business

organization."[2] The prosperity of capitalism, as the dominant social and economic

system, created new wealth and a higher standard of living for "nearly everyone touched

by it."[3]

By the time Henry Ford built his first Model T, an environment existed where the

struggle between government and organized business commanded capitalistic efforts[4].

Yet, some entrepreneurs used their financial independence to not just reinvest profits, but

also to invest in community and urban development projects. Oil baron John D.

Rockefeller donated over $500 million to a variety of causes, including the University of

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[a] We have chosen to use this term above all others primarily because it is this language that has been adopted by The Timberland

Chicago, medical research, and the renovation of Versailles in 1923[5]. Steel magnate

Andrew Carnegie "gave more than $350 million to various educational, cultural, and

peace institutions", including $125 million in 1911 for the establishment of the Carnegie

Corporation of New York. [6]

Andrew Carnegie's example of social enterprise was expressed in more ways than

just through his dispersion of charitable contributions. Interestingly, the actual concept of

corporate social responsibility was founded in his writings, including "The Gospel of

Wealth", written in 1889.[7,8]   Carnegie believed that capitalism could only survive if two

tenets were adhered to and understood: the charity principle and the stewardship

principle. The charity principle stated that corporations and wealthy individuals should

serve as caretakers for the less fortunate, in part by providing support to churches,

settlement houses, and the like. The stewardship principle required wealthy individuals

and corporations to view themselves as caretakers of their property too.

> Carnegie's view was that the rich hold their money "in trust" for the rest
> of society. Holding it in trust for society as a whole, they can use it for
> any purpose society deems legitimate. However, it is also a function of
> business to multiply society's wealth by increasing its own through
> prudent investments of the resources that it is care taking.[9]

As will be later discussed, Carnegie's propositions in regards to corporate culture

were accepted and adopted by economists. And while the philanthropic efforts of

Rockefeller and Carnegie were immediately recognized as being both generous and

substantial, not every businessman espoused corporate giving. This lack of affinity for

corporate philanthropy developed in part as a result in a change in corporate climate, such

that "control of economic wealth had passed largely from individual entrepreneurs to

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Corporation. This term does not appear in Hickman's framework. We realize, and shall later acknowledge to what the term "social enterprise", and its twenty odd synonyms, refers.

dominating corporations"[10] who were then called upon by the community to provide philanthropic support to various causes.

It was in 1951, after "the board of directors of A.P. Smith Manufacturing adopted a resolution that gave $1,500 to Princeton University,"[11] that several stockholders sued the company for misappropriation of funds. While this donation pales in comparison to those made by Carnegie and Rockefeller, the implications of board's decision were significant.

Though Smith Manufacturing may not have been the first corporation to make a charitable contribution, the lawsuit against them, and its subsequent resolution, set a precedent for corporate giving. In his testimony before the New Jersey Supreme Court, A.P. Smith Manufacturing president Hubert O'Brien stated that:

> He considered the contributions to be a sound investment, that the public expects corporations to aid philanthropic and benevolent institutions, that they obtain good will in the community by so doing, and that their charitable donations create favorable environments for their business operations.[12]

Both the New Jersey Supreme Court, and later (on appeal) the U.S. Supreme Court agreed with Mr. O'Brien's opinion, thus ruling in favor of A.P. Smith Manufacturing, and the right of corporations to engage in philanthropic activity. In the words of New Jersey Chief Justice Vanderbilt,

> Corporations have come to recognize... that withdrawal of corporate authority to make contributions (to worthy community organizations) would seriously threaten their continuance... (Thus corporations) have sought in varying measures to insure and strengthen the society which gives them existence and the means of aiding themselves and their fellow citizens. Clearly then, the appellants, as individual stockholders whose private interests rest entirely upon the well-being of the plaintiff corporation, ought not be permitted to close their eyes to present day realities and thwart the long-visited corporate action in recognizing and voluntarily discharging its high obligations as a constituent of our modern social structure.[13]

Economic Perspective

While the Smith case provided legal sanctity to enterprise and the act of corporate

giving, legality neither implied nor provided for economic viability. And by the time

Lyndon Johnson became president in 1968, neither stockholders nor CEOs wanted to

share their wealth. Even if they had, many believe that corporations had neither the time

nor the financial stability to make charitable contributions.

> Beginning in the late 1960s, inflation erupted nearly everywhere and
> unemployment rose.... Critical shortages and rising costs of energy, especially
> petroleum, played a major role in this change. New demands imposed on the
> economic system included ending environmental pollution, extending equal
> opportunities and rewards to women and minorities, and coping with the social
> costs of unsafe products and working conditions.[14]

This corporate climate justified businesses growing independent of society. In addition,

corporations continued to lack adherence to moral and ethical principles of America; the

latter of which were exemplified through social activism[15] such as the civil rights

movement and the fight against the war in Vietnam. Yet, for many, economist Milton

Friedman in particular, corporations needed to have but one focus: The Bottom Line.

> There is one and only one social responsibility of business- to use its
> resources and engage in activities designed to increase profits so long as it
> stays within the rules of the game, which is to say, engages in open and
> free competition without deception or fraud.[16]

While this statement endorses business acting within the realms of common

morality, it was misinterpreted by many managers as exploitation of corporate

stakeholders in order to increase profits. Though it is true that Friedman did not see

business as a charitable entity, he argued that managers needed to "obey the law and

moral custom."[17] Friedman had concluded that if businesses made money, they should

invest it in the economy rather than charities, which would eventually permanently raise

the standard of living. In essence, Friedman believed that corporate donations were

nothing more than a temporary fix for society's problems. It is this, neoclassicism, where one considered social programs and social good as the responsibility of government, rather than business, that defined business practice for the next quarter century.[18]

Friedman's view of business' role in society, while beneficial to enterprise, does not fully consider corporations as integrated members of the communities in which they function. Because many managers also believed business interests were independent of the external community, 'corporate charity' was viewed as an obligation and not a voluntary act. Through the 1970s, this mindset manifested itself in communities where businesses functioned at a moral minimum. The social impact of this mentality showed itself in urban areas that had primarily served as economic centers, and now suffered from social problems such as chronic poverty.

Though the House and Senate had enacted social legislation creating protection organizations such as the Environmental Protection Agency (EPA) and Equal Employment Opportunity Commission (EEOC) at the end of the 1970s, the notion of social enterprise had yet to infiltrate business policy.[19] "Restrictive monetary and fiscal policies in 1981-1982 (had) led to a deep recession"[20], again leaving financiers no choice other than to continue focusing on the bottom-line. And while the likes of Michael Milken and Donald Trump ruled mid-decade, conspicuous consumption faded into financial instability following the October 1987 stock market crash. Massive layoffs further depressed urban areas, resulting in high unemployment rates and an increased skew in the distribution of income.

The recession of the late 1980s was followed by an unprecedented economic upsurge resulting (in part) from "the collapse of socialism in the West, and a shift of the

economic center toward South and East Asia."[21] Yet, while this growth may have

helped the economy, increased social and economic stratification also occurred.

> {In America}, we have the specter of rising corporate profits and
> extravagant executive compensation accompanied by large-scale layoffs,
> export of jobs, and a stagnant or declining standard of living for large
> segments of the populace. It is as if the corporate entity is the driving
> organism that treats the rest of society as a source of raw materials and
> factors of production to be exploited for the benefit of the corporate
> body.[22]

Business had become the most ubiquitous and influential institution in society.[23]

Many in the public and private sectors realized that how a business acted or did not act

affected how other, non-corporate, institutions functioned. Government and community

began to pressure corporations to assist in social intervention through increased

participation in philanthropy. Public policy had established by organizations like the

EPA and EEOC, meaning that America "now officially recognized the environment,

employees, and consumers…as significant and legitimate stakeholders of business."[24] It

was legal concerns, not personal concerns that forced corporate executives to 'wrestle'

with how to balance commitments to this ever-broadening collection of stakeholders.

Many corporations viewed philanthropy as an obligation rather than as a moral

imperative- and definitely not as a strategic plan for businesses around the world. Not

surprisingly, their initial philanthropic efforts were lackluster, reactive resolutions rather

than proactive strategies.

In response to band-aid business practices and increased awareness of the

multitude of corporate components, economist R. Edward Freeman suggested

modification of Friedman's theory for attaining the bottom line.[25] While some feel

Freeman's theory neither adds nor advances Friedman's neoclassic theory, others regard

Freeman's work as opening new doors regarding business theory. As discussed earlier,

Friedman believes "corporations are fully private, economic institutions designed only to make money" for stockholders.[26] Freeman agrees, yet in his stakeholder theory, he states that managers also have a responsibility to "protect and promote the rights of...various stakeholders" within an organization.[27] Freeman defines these stakeholders to include all groups integral to a firm's existence, groups that, if extinct, would precipitate a firm's demise. Freeman's stakeholders include:

- stockholders
- employees
- customers
- suppliers
- the managers themselves
- the local community[b]

In essence, Freeman believed that a good manager would be concerned with all of these parties, while simultaneously being driven, in typical Friedmanite fashion, to increase profits for the shareholders.

The Emergence of Social Enterprise

Though it was not Freeman's intention, the stakeholder theory he puts forth provides part of the modern foundation for the study of social enterprise. While America was not ready for it during the 'Decade of The Donald', by the 1990s, a new world order behooved businesses to finally acknowledge responsibility for helping augment the future. Advances in technology, transnational communication and transportation, and increased business complexity and competition greatly affected company culture.[28] This and the dissolution of many political boundaries lead to increased globalization, and thus a change in the American business environment.[29]

Many companies moved production abroad to increase profitability, though it denied any (moral) accountability to shareholders, employees, and customers left

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[b] Additional research/commentary on this subject by management professors Dan Dalton and Catherine Daily have also identified government and organized labor as stakeholders.

stateside. In addition, the perception that government was increasingly ineffective with handling social problems combined with increasing liability and sanctions against managers and corporate wrongdoing,[30] also contributed to corporate turbulence. Not surprisingly, social, political, and organizational theorists concluded "that business had produced a cornucopia of wealth- while in the same breath condemning the corporation for robbing individuals of their very humanity."[31]

Just as business could be credited with fueling the economy, and thus society, business was also shown to be responsible for a variety of social ills. Two hundred years after de Tocqueville wrote of his admiration for America's commitment to civic responsibilities, "the bills of corporate capitalism"[32] had come due. Unlike during the industrial revolution or the age of robber barons, corporation could no longer assume themselves to be in control of society- nor could shareholders deem themselves to be in control of a company. Ed Freeman had known this, and, as a result, his contribution to the stakeholder theory had evolved.

Kathleen Dechant and Barbara Altman provide one of the best examples of how the stakeholder theory relates and applies to social enterprise, in their research concerning environmental leadership.[33] Just as the 1980s was a decade of conspicuous consumption, it was also a decade when strict governmental regulations were established to protect the environment. Initially, corporations complied with regulations in order to avoid legal and financial liability. In time, though, companies like Proctor & Gamble did more than just 'comply' to the Environmental Protection Agency standards, they actually started looking at adhering to regulations as a way to get an edge over their competition, as having a good name, now often meant a company doing good will.

The question then becomes, Why did this occur? One reason is that the last

twenty-five years of "various cultural, social, and world changes had developed... the

emergence of a *sensible* or *intelligent* consumer."[34] As a result, environmental and

conservation issues began to infiltrate more than just legislation.[35] Newspapers,

televisions, classrooms, and Girl Scout troops across the nation had all increased their

focus on the environment, including events like the Exxon Valdez oil spill, and practices

like 'Reduce, Reuse, and Recycle.' As individuals, consumers had acted locally to make

change. As consumers, individuals had provoked businesses to make change.

Similar to Dechant, strategist L.L. Embley agrees that consumers do respond well

to companies behaving as 'community citizens'. Favoring enterprise that both practices

and preaches values and principles within the workplace and in the products they

produce, Embley believes the 1990's, more socially aware, consumer "will influence and

dictate the financial well being of many companies."[36]

As a result, the consumer, both as a stakeholder and as a knowledge worker, was

able to tell business to act responsibly. Not surprisingly, consumers were not the only

stakeholders encouraging corporate compliance.

> Consumers and employees are alert to environmental performance and do not
> hesitate to take action against companies they perceive to be environmentally
> irresponsible... {Consumers} expect companies to behave responsibly for the
> overall good of the population.... {and} employees' views on a firm's
> environmental performance... frequently affects their willingness to work for
> that firm.[37]

For most, environmental regulations have evolved from being something to which

companies comply, into becoming an important element of the organization's strategic

plan to reduce environmental degradation. While environmental concerns do not define

the field, the above is a sound example of how various stakeholders' efforts can affect

positive change in their external environments. It is in this example that we begin to

understand how the stakeholder theory is integral to the development of social enterprise,

both as a term, and as a way to do business.

There are many terms describing social enterprise: corporate social responsibility,

enlightened capitalists, philanthropic economics, and corporate citizenship, to name a

few. And just as social enterprise has many names, it also has many definitions. Most

agree that social enterprise is a step beyond philanthropy, a step into the community, and

most importantly, it is a step into the future. Social enterprise is the truly enlightened

capitalist who believes there is life beyond profits.[38] It is an employee concerned not

only with bringing home a paycheck, but bringing home values too. Consumers who buy

a product not just because it's popular, but because its manufacturer believes in, be it

saving the rain forest or providing free daycare for all employees. Social enterprise is

corporations with a conscience; businesses connecting social and economic imperatives

in order to change their companies while also changing the world.

Some organizations involved in social enterprise have adopted a business strategy

placing equal emphasis on company profits and social relevance.[39] For most, social

enterprise includes "modifying corporate culture to incorporate social responsibility

initiatives and philanthropic economics into their everyday business."[40] Others see that

"social investing is a powerful complement to traditional philanthropy because it

provides access to capital and credit for community development.... It's money that is

otherwise unavailable."[41] Many see that...

> ...companies are augmenting or replacing checkbook charity with
> programs that permit employees to participate in community service
> programs on company time. And increasingly it is being seen as a win-win
> arrangement that supplies workers with opportunities to broaden skills and

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gain satisfaction from doing good, and companies with loyal, fulfilled employees and an enhanced community image.[42]

Embley identifies two areas that corporations must identify and incorporate into a program of social enterprise. First, the author suggests building a business with a strong belief in product, service, and quality. Second, Embley proposes that the organization need develop a relationship with the community, thus opening avenues for corporate assistance with social problems. Problems may include feeding the hungry, safeguarding the environment, educating and protecting children, or preserving the history, arts, and culture of the community.

While Embley does not explain how to accomplish these goals, several scholars, including Dalton[43] and Freeman, suggest developing stronger relationship's with organizational stakeholders. Though the roots of modern social enterprise derived in part from the stakeholder theory, many business leaders have difficulty incorporating stakeholders into corporate strategy. As mentioned earlier, some organizations were able to accomplish the latter, in the realm of environmental protection. Yet, supporting and adhering to environmental legislation does not equate to total stakeholder recognition, nor to social enterprise. Not surprisingly, a good way to participate successfully in social enterprise is by garnering a greater (more thorough) understanding of an organization's stakeholders.

In the preceding pages, it is explained that consumers can have a tremendous impact on the way a corporation conducts its business. Yet, institution of social enterprise into a company's culture requires more than just a push by consumers for social change. Researchers including Dechant (quoted above) and Roberts identify that employees greatly affect how social enterprise is established into a company. What

makes the consumer and employee roles different are that, while the former may *push* an organization toward social enterprise, employees may need to *push* for, yet also *support* social enterprise endeavors.

Writer James E. Liebig, also identified the need to address the clash between business practices and social concerns within a business in his 1994 book, *Merchants of Vision: People Bringing New Purpose and Values to Business*. Liebig agrees with many scholars who believe that business systems had "not adequately served or rewarded others". Yet, Liebig specifically recognizes that individuals within corporations are now acknowledging that changes in business practices, in response to society's new realities, are both necessary and inevitable.[44]

Businessman Wayne Roberts, in his editorial regarding "Corporate Decentralization", agrees with Liebig and Embley that the changing marketplace and turbulent nature of the past three decades has served as both a reaction to, and a catalyst for, 'a new consciousness'. Roberts feels that a new breed of worker has emerged, one with a higher level of education, and different values, needs, and work ethic than the workers of twenty years ago.[45] Management scholar Peter Drucker describes these individuals as 'knowledge workers' and further depicts them as constant learners whose values and expectations for society are high and are being constantly redefined.[46] These latter observations about individual consciousness, including an increased interest in changing 'corporate citizenship', further support Freeman's theory.

The Timberland Example

Just as consumers and employees are becoming increasingly aware of social concerns affecting and affected by business, others within both the business and

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academic worlds are beginning to explore the potential of social enterprise. The

Timberland Corporation, a US based boot and clothing company, is one example of a

business incorporating social enterprise into every level of the organization.

At Timberland,

> ...community service is a way of life...{and} 'community' is a critical
> component of Timberland's corporate culture as well as its business
> strategy....The Timberland Company believes each individual can and
> must make a difference in the way we experience life on this planet. As a
> team of diverse people motivated and strengthened by this belief,
> Timberland can and will deliver world-class products and services to
> customers, and create value for {stakeholders} around the world.[47]

Timberland realized that in order to survive and flourish in the 1990s, changes

needed to be identified and made for the company. So, as mentioned in the introduction,

Timberland established a relationship with City Year, a not-for-profit youth service corps

based in Boston. Though Timberland's initial commitment to City Year was providing

fifty pairs of boots to corps members, the relationship was so rewarding for the

corporation, that Timberland launched an employee-paid service program in 1992.

Today employees are allotted forty hours of paid-leave time every year to engage in

community service activities.

As will be elaborated upon in the results and analysis section, Timberland's

commitment to social enterprise extends far beyond their partnership with City Year. One

of the better examples of Timberland's commitment to social enterprise is their mission

statement,

> The Timberland boot stand for much more than the finest waterproof
> leather. It represents our call to action. Pull on your boots and make a
> difference. With your boots and your beliefs, you will be able to interact
> responsibly and comfortably within the natural and social environments
> that all human beings share.[48]

Quite possibly, though, the best example of this corporation's commitment to social enterprise is that they actually have an entire department devoted to this cause.

In practice, the four members of the Social Enterprise division of The Timberland Corporation manage the City Year-Timberland partnership, and coordinate all within company community service projects. In reality though, this division represents much more than just being a vehicle for volunteering; instead it is a symbol, a touchstone, and example of the potential of a corporation to be both socially and financially profitable.

A Framework for Social Enterprise and Transforming Leadership in Organizations

Within the context of academia, theorists such as Gill Robinson Hickman, author of *Leading Organizations: Perspectives for a New Era* and a professor at the Jepson School of Leadership Studies at the University of Richmond in Virginia, integrates social priorities with organizational functions and expectations. Realizing that public and private organizations have a tremendous "capacity to mobilize resources and frequently transcend political boundaries,"[49] Hickman developed a conceptual framework to evaluate how organizations integrate business and social responsibilities. This includes the ability to develop the capacities of the individual, utilize these capacities to make a difference in society, and finally, to maintain a balance between social and organizational responsibilities while achieving the business' purpose.[c]

Founded in response to James MacGregor Burns revolutionary work correlating transactional and transforming leadership in social and political contexts, Hickman contends that transforming leadership can include businesses transforming society. Thus, Hickman imports Burns' notion of transforming leadership into the context of

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[c] Though many elements of the concept of social enterprise will also be identified as characteristics of the Hickman framework, it cannot be assumed that social enterprise was a direct impetus for the transformistic framework, nor that social enterprise and transformistic organizations are identical.

organizations, believing that the latter and the individuals involved, will be enabled to "raise the level of human conduct and ethical aspiration of both leader and led, and thus (will) have a transforming effect on both."[50]

As a result, this framework was proposed to help public and private organizations identify and achieve "effective transformation at multiple levels and intentionally incorporate social sector work into their purposes and processes."[51] The overarching notion about transformistic organizations specify

> *The capacity of an existing or new organization to facilitate multiple levels of transformation by partially or completely changing its human capabilities, structure, and/or functions in alignment with its core values and unifying purpose to respond to or directly affect needs that arise from the dynamic field of the environment.*[52]

Ideally, Hickman sees this framework will, for both individuals and corporations, promote and expedite a greater understanding of how 21st century organizations can effectively embrace a more encompassing view of their purpose, structure, roles, and functions.

The Transformistic Organization Framework put forth by Hickman concentrates on four interdependent components:

- A dynamic and turbulent environment.

- An organization with a context for capacity building.

- Transforming leadership that mobilizes, facilitates and elevates human and organizational processes.

- Outcomes characterized by increased human and organizational capabilities and contributions for the
    - Individual   • Organization   • Society

A *dynamic and turbulent environment* is first identified as a result of changing elements within the context, followed by leader and follower assessment of the potential

for capacity building within this changing context. These changes occur in the external environment, and can include societal challenges such as degradation of an urban community, possibly due to economic or social upheaval, or changes in family structure.

In order to create a *context for capacity building*, an organization must be committed to developing and understanding human purpose, value, and potential. This commitment serves as "the driving force of the institution, so that economic and other resources become instruments for concerted human activity."[53]

In order to effectively *utilize and facilitate transforming leadership*, greater emphasis on collaborative work is essential. This includes recognition of stakeholder needs and values, as well as the redistribution of power and position within the organization in an effort to further the aims and effectiveness of the organization. It is through transforming leadership that the transformistic framework finds its foundation. The following serve as both indicators and requirements for a transformistic organization:

- Identify and develop core values and unifying purpose.

- Liberate human potential and increase capacity.

- Develop leadership and effective followership.

- Utilize interaction-focused Organizational Design.

- Build interconnectedness, both internally and externally.

Upon engaging transforming leadership in a dynamic and turbulent environment that provides a context for capacity building, Hickman denotes several expected *outcomes* within a transformistic organization. These include "qualitative changes in the well being of the individual, organization, and society" resulting in maximization of each component's capabilities and contributions. This framework does not specify what these

contributions and capabilities will be, nor how they will specifically be engaged. Earlier research by Hickman identified, among other outcomes, that individuals "learned to make the most of their own capacities while making a direct contribution to the well-being of their (organization) and the community. Hickman does not require traditional measurements of corporate success, such as profit margins, though she does note that this "should indeed result".[54]

Methodology

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Limitations

The study examined the applicability of the transformistic organizational framework proposed by Gill Hickman to the organizational setting of the Timberland Corporation. Through the application of Hickman's framework, the study hoped to answer several central research questions.

1. **Does Timberland's approach to capacity building facilitate multiple levels of transformation (individual, employees, groups/teams, and community)? If so, how?**

2. **If Timberland effects internal transformation, does this change affect the external environment? If so, how?**

3. **Is it intentionally contributing to social change as a part of its mission?**

4. **Is Timberland meeting its business purpose while engaging in social enterprise? If so, how?**

5. **How does the transformistic framework apply to the Timberland Corporation?**

6. **Can Burn's concept of transforming leadership, as employed in Hickman's framework, be applied in a for profit organizational context?**

7. **What are the implications of private/public organizational partnerships on modifications of the Hickman framework?**

The Timberland study was the first application of the transformistic framework to be applied in a corporate setting. Timberland was chosen because, over the past few years, its leader, Jeffrey Swartz, chose to adopt a secondary business mission of working for and creating social profit. Timberland's efforts to create social profit have been led through the development of a long-term partnership with City Year, Inc., a non-profit, corps-based national service program.

Hickman's framework was used in the study to examine change on multiple levels (individual, organizational, societal), as well as to evaluate the applicability of

transforming leadership. Timberland's unique business model of a successful private/public partnership offered many interesting additions and clarifications of Hickman's theory because it purposed to incorporate social change through both the volunteer service work done by employees at the company, and through the integration of core values and product.

The case study method of research was chosen for this particular project for several reasons. As indicated by the research questions, this study was exploratory. The case study method is most appropriate for exploratory research that focuses on "how" or "why" questions. As stated above, the majority of this study's research questions are "how" questions. Dually, these same questions are exploratory. Thus, the research served to test first for the presence of certain factors, as assumed through use of the Hickman model. If these factors were found to be present, the research questions asked "how" they manifested themselves within the context of Timberland.

Another factor influencing the choice of this method was that the case study method can be generalized and applied to theory.[55] This particular case will be used as part of a larger group of applications to examine the validity of Hickman's framework in organizational settings. Through the application of this leadership theory to Timberland, the research will be bridging the gap between theory and practice.

The case study method also provided the opportunity to utilize multiple sources of evidence in gathering the data to support our research questions and propositions.[56] The method was appropriate to the topics of leadership and transformation in organizations. By nature leadership is integrative and interdisciplinary, and is best understood through a interdisciplinary approach.

The case study method encouraged the researcher to address the specific research topic from varying perspectives. In this case, the concept of "transformation" was the indicator of change expressed from the perception of the individual. Case study allowed the researchers to assess individual perceptions of transformation and compare them to other sources of information.

Through using a number of data sources in this case study, the research addressed a broad range of historical, attitudinal and behavioral issues that expected to discover whether transformation was visible within the context of Timberland.[57] The sources which this study utilized are documentation, archival records, interviews, and focus groups. Focus groups are a unique method of data collection that warrant further discussion, particularly because it is the data retrieval method which the research expects to be the most revealing.

Focus groups provide a means of asking probing question to large and representative groups of individuals. David Morgan (1988) states that focus groups are "the explicit use of the group interaction to produce data and insights that would be less accessible without the interaction found in a group." This is essential to the inquiry of this study's research as it is attempting to measure the attitudes and opinions of a large enough group of individuals so as to evaluate patterns of transformation in the organization. The method also provides the researchers the ability to survey a large number of people in a relatively short period of time.

The issue of comparative theory reliability also served as impetus to use the case study method. When conducting a case study that is an application of a theory, "a good guideline is to conduct the same research...so that it can be repeated."[58] The theorist,

Hickman, is serving as the advisor to this study. As a result, the researchers were able to follow the methods used in her previous studies on The Leadership Institute at John F. Kennedy High School.[59] Hickman found that the case study method using focus groups, interviews and document analysis provided the optimal method for collecting information about transformation. She found that the multiple strategies allowed in the case study method were necessary to address the multiple levels of analysis (individual, organizational, societal transformation).

Through the use of a similar methodological framework, indicators of the multiple levels of transformation can be generalized in a comparison of case studies.[60] Through the comparison and juxtaposition of the findings of this study with previous ones, the framework of transformistic organization can be further validated and accredited. This "replication logic" is considered more important than the choice of sample group and will further develop the paradigm of transformistic organizations.

Within the context of case study research, our particular case on Timberland is an embedded single-case design. It is a single-case design because, while the application is part of a growing body of knowledge, much of the inquisition is based on the individuality of Timberland. Thus, our application to Timberland identifies this study as a critical case, which can be used to test the propositions of a theory or probe for alternative explanations that might be relevant.

The fact that Timberland's business model is wholly unique is another justification for a single-case design. The researchers are unaware of any other organizations that are approaching corporate social responsibility in the same manner as Timberland, and thus this organization provides an example of a *unique case*.[61] The

study is an embedded design because it has multiple units of analysis and multiple sub-units. This is demonstrated in the use of the research questions that serve as both the criteria for determining whether or not the framework is applicable, and exploratory, identifying how this case is unique.

This case study is a landmark study in that it is the first time that Hickman's framework will be applied in a large-scale corporation like Timberland. Although Hickman applied this theory in the context of public education, this is the first opportunity for application in the profit sector. The case study will attempt to further develop and validate the framework, but it will aim to discern itself by nature of the fact that its findings should be unique to Timberland and to the business context in which it functions.

The research sets forth the proposition that Timberland is a potentially "unique example" of a transformistic organization because of it is intentionally working to achieve its business goals and actively participating in social enterprise. The organization has had a long-term strategic partnership with City Year, a non-profit corps-based national service program.[62] The result of the partnership is that employees of Timberland do volunteer service, through City Year, in the external community. Timberland has established an internal department to manage their collaborative efforts, and identify their partnership as a concept called "social enterprise."

Viewing corporate social responsibility as an enterprise suggests that, through this partnership, the stewardship of the company can help both the individuals inside the company and those whom their service is benefiting. Thus, the strongest proposition driving the research is that the service activities of the corporation promotes and fosters

individual, corporate, and societal transformation, vis-a-vis the dual creation of financial

and social profit, through approaching corporate social responsibility as social enterprise,

rather than philanthropy.

As seen in the previous proposition, the criteria for determining the application of

the transformistic organizational framework is based upon qualitative transformation

within the individual, the organization, and society at large, as originally theorized by

James MacGregor Burns' (1978) theory. This means that there are multiple units of

analysis that must be used in evaluating the data within the theoretical framework

proposed by Hickman in her adaptation of Burns' theory to an organizational context.

In her working paper entitled, "Uncharted Territory: Mapping a Multi-Level

Analysis of *Leadership*," Tiffany Keller infers two levels of analysis from Burns' original

text entitled *Leadership*. The first is a dyadic relationship that occurs as a one on one

interaction <u>within groups</u> between the leader and the follower. This dyadic relationship

will be used in this study to explain transformation of the individual. The second two

levels of analysis are based on the relationship <u>between groups</u> and will be the criteria for

explanation of transformation of the organization and society. The research of this case

study will rely on these units of analysis to analyze the data retrieved during research.

We examined the units of analysis in these categories through visiting the site of

the Timberland corporation in Stratham, New Hampshire, and conducting a number of

focus groups and personal interviews for a period of two days between March 17th and

March 19th, 1998. Our focus groups will have a number of participant categories. To

assess overall organizational and individual transformation, we will begin by

interviewing the formal leaders within the organization on an individual basis to assess

how their leadership has or has not served to integrate the community service aspect of Timberland into the daily functions. The first interview is with President and COO Jeffrey Swartz, who was responsible for initiating the vision and values behind the transformation at Timberland. The second interview will be conducted with Ken Freitas, the President of Marketing at Timberland, who was the individual that instituted and formalized Swartz' vision and delegated the strategies for the change that has occurred to make Timberland a transformational organization. We will also facilitate a number of focus groups of general employees, regardless of formal position, who participate in service on a regular basis. We will contrast these findings with those gathered from focus groups of individuals who do not participate in service to determine how they are viewed within the organization.

The researchers will also interview some of the members of the City Year organization to measure how Timberland, through their partnership affects transformation of the external community. We will gather data through personal interviews at this organization, rather than through focus groups because of time restraints.

The focus group and interview findings will be compared with the documentary research, and the internal literature that we receive from both Timberland and City Year while on site. From these sources, the researchers will assess perceptions of transformation on multiple levels and determine whether or not Hickman's framework is applicable and can be utilized in the corporate environment.

Limitations

Although case study is a common method in the research field, it is often viewed as less valid of a research method than experiment or survey research. The most frequent

criticism is that there is a lack of structure and uniformity in how researchers conduct and present their research. Often, researchers allow for major biases to affect the results and analysis. The bias metastasizes when it is incorporated to questionnaires, which affect the outcomes and findings. [63]

Another criticism of case study research is that it is difficult to make generalizations regarding phenomena based on an individual case.[64] This dilemma can be hurdled through the repetition and application of unified methods to multiple case studies. In this particular case study, this dilemma was addressed through the used of identical questionnaires to Hickman's prior case study research.

Case studies are also criticized for taking a great amount of time only to produce documents that are enormous in length, but barely readable. This concern need be addressed by keeping findings clear and concise and devising research strategies that utilize numerous resources. Overall, research using the case study method can be extremely informative information if the researcher is conscious of the difficulty in crafting the methods.[65]

Regarding this study, there were some notable limitations. The most common limitation was that the research had a time constraint of twelve weeks within which to build, conduct, and report on the case. The time constraint allowed the opportunity for only one brief site visit to Timberland. Again, due to time limitations, the site visit had to be conducted within a two day window. The research trip time was also limited by distance between the researchers and the Timberland headquarters. Because the research was being conducted from Richmond, Virginia, and Timberland Headquarters was located in Stratham, New Hampshire, the researchers were afforded only one opportunity

for a site research.

The personal characteristics of the research team is another category of limitations. The team consisted of two individuals, both of whom are senior, undergraduate students at the Jepson School of Leadership Studies, at the University of Richmond. The size of the team limited the work and scope of the research focus, as did their limited experience with organizational research and as focus group facilitators.

The site visit resulted in some limitations of the study as well. During the days of our visit, the researchers were unable to meet with Jeffery Swartz, COO of Timberland, and leader of many of the organizational changes that this study aims to explore. Data was retrieved on Swartz and many of his ideas and philosophies from internal documents and other interviews, but interviewing Swartz was a major results-finding strategy.

The size and diversity of our focus group distribution was a limitation as well. The employees who participated volunteered after the Social Enterprise Division distributed a company memorandum regarding our research visit. We hoped to attain a representative number of employees from all levels who participated in service in varying degrees. While the focus groups did have a diversity of employees positions at Timberland, the majority of employees were active service participant. Thus, data on the negatives of the service component of Timberland was difficult to obtain. Because over half of the focus group participants had active service lives, there may be a bias towards the benefits and not the limitations of community service within a business context.

Results

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Sample Group

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Questions

Now known as the Timberland Corporation, this boot company was founded in 1955, when Nathan Swartz bought out the Abington Shoe Company. As this family business developed, Nathan decided to focus his efforts on the high-end of the boot market. In 1965, the company introduced injection-molding to boot manufacturing, producing the first truly waterproof boot. In 1973, Abington Shoe Company began marketing their innovative new product under the Timberland name. In 1978, the company changed its name to Timberland, and began diversifying their production lines.

Headquartered in Stratham, New Hampshire, the Timberland Company designs and manufactures premium-quality footwear, apparel and accessories for men, women and children. Timberland products are sold in over 60 countries worldwide through independent shoe stores, athletic specialty stores, outdoor retailers, better-grade department stores and Timberland retail and factory outlet stores.

Timberland has grown tremendously in size from the family operation that is once was, now employing 7,000 men and women around the world. The company has operating division located in England, France, Spain, Italy, Austria, and Germany, and distributors representing Timberland in Asia, South America, the Middle East, Africa and other parts of the world.

In 1996, Timberland reported net sales of $690 million, and initial reports state that 1997 was a growth year as well. Timberland is guided by the philosophy to deliver world-class products, to make a difference in the world community-at-large, and to create value for shareholders, employees, and consumers around the world.[66]

The data in the proceeding results was gathered from internal documents,

interviews, and focus groups, conducted through two site visits. The first site visited was the City Year organization, based in Boston, Massachusetts. The purpose of this visit was to gain a better understanding of their relationship with Timberland, assess City Year's perception of Timberland, and to gain further perspective on how the two organizations collaborate. The researchers received a tour of the facility and the opportunity to briefly interview the Project Leader of the City Year corps team that Timberland sponsors.

At the Timberland Headquarters, interviews were conducted with the Vice President of Social Enterprise, the Senior Manager of Social Enterprise, and a joint interview with the Senior Vice President of Human Resources and the Manager of Work/Life Programs. The researchers also received a full tour of the organization, as guided by a member of Human Resources Associate. The major findings came from four round table focus group discussions.

Involvement with members of the Social Enterprise Department and with employees at all levels of Timberland contributed to the analysis of the central questions raised in the methodology. The findings were not intended to provide explicit conclusions because of the exploratory nature of the research investigation, the limited number of respondents, and the limited time spent on site at Timberland. The research results do provide insight into how Hickman's framework is applied in the Timberland context, how Burns' transforming leadership can exist in a for profit context, and the implications of public/private partnership on modifications to the framework. The findings were organized in accordance with the questions identified in the methodology section.

Sample Group

The sample group was the total number of employees that participated in the focus group sessions. The twenty-five employees represented a broad cross-section of divisions within Timberland and held a diversity of roles. The participants of the focus groups were not prescreened because they were selected, given the research criteria, by a member of the Social Enterprise Department. Data was gathered on employees based upon the following criteria – *years with company, organizational position, gender, and personal assessment of service involvement.*

Years with Timberland - In terms of number of years with Timberland, the mean as 5, the median was 8. The newest member of the Timberland team had been there just under a year, while the oldest participant had been there for 25 years.

Organizational Position - The members of our groups also came from a broad cross-section of areas within the company. The sales and footwear divisions were most heavily represented at the groups, although virtually all of the divisions were represented during the course of the four focus groups.

Gender - There were 15 males that participated and 10 females. 60% of the total sample of what we are calling "general" employees were male, 40% were female.

Involvement with Service - The responses to individual employees perceptions of their involvement with community service was divided into five categories: no participation, minimal participation, individual participation, participation only through Timberland/City Year projects, participation both through Timberland/City Year and as individuals.

- 0% of our respondents replied that they did not participate in any service.

- 8% of our respondents replied that they had minimal participation in service.

- 12% of our respondents replied that they participated through individual service only and did not choose to participate in Timberland or Timberland/City Year events.

- 28% of our respondents replied that they participated through Timberland/City sponsored events.

- 52% of our respondents replied that they participated through both Timberland/City Year sponsored events, and on an individual basis.

1. Does Timberland's approach to capacity building facilitate multiple levels of transformation (individual/employee, groups/teams, and communal)? If so, how?

Over the course of this decade, Timberland evolved as an organization that uses corporate community service work as their primary approach to capacity building. Their orientation towards using service to benefit both the company and the community developed through a partnership with City Year, the nonprofit urban service corps based in Boston. Due to the development of the relationship and ensuing partnership between Timberland and City Year, transformation has occurred within Timberland on multiple levels.

Transformation was best observed in the individual/employee. The focus group participants had a number of answers to how they had been changed through their service experiences. The most common responses regarding individual capacity growth of employees and managers were,

- Increased motivation.
- Confidence in new situations.
- Understanding of diversity of work styles, perspectives, behavior.
- Effective communication skills.
- Increased ability to work in teams.

- Increased productivity.
- Understanding and comfort in leadership and effective followership roles.
- A more positive attitude "can-do" attitude in the work environment.

These same capacities were useful in the relationship of the individual to his/her group/team at work. For example, increased understanding of diversity helped employees understand that each individual has a unique way of approaching problems and of contributing to the group process. This allowed for better communication in department meetings and ultimately, more effective teams.

As service became increasingly integrated and accepted within Timberland culture, managers used service projects as a means of generating ideas for new initiatives within their division. Managers used service as incentive for employees to gain individual recognition. Group/teams within Timberland also used service as a means of enhancing relationships with their consumers and business partners. The Vice President of International Distribution provided an anecdote about a recent experience in which he used service in a rather unique manner:

> My division brought in our international distributors from all over the world and spent one day doing service at the Somersworth Boys Home in Somersworth, New Hampshire. These were our customers, not our subsidiaries. There was someone there from London, Hong Kong, and Japan, etc. It was extraordinary service, as it relates to the community. Great things happened to the boys in that home. It didn't solve all their problems, but important steps were made. Also, pretty important things happened for the team in terms of team-building and all the things we wanted to do.

Timberland transformed its community through using service as it's core means of capacity building. In the early 1990s, Timberland was going through a dramatic period of change. During an interview with the Vice President of Social Enterprise, he discussed how service helped transform the Timberland community in conjunction with

the external changes:

> When we did service with City Year, we learned that service could be a powerful tool for social, individual, and organizational change. We saw that, as a company, we had a lot of different facets that needed to come together on common ground. We were getting into the apparel business, into the footwear business, into the retail business. We had originally been a boot company that had sold in Mom & Pop stores in the Northeast corridor of the US, and we knew how to do that. All we did: our organization, our culture was made up of people who focused on that mission. Dramatic change was in place at Timberland. Culturally, different people coming together to understand a company, understand our goals, understand how to work together, understand how diversity matters, in that context and City Year made those things more clear to us. We saw that that was valuable and relevant to us.

Service, introduced first through City Year, is a core aspect of the Timberland culture. This helped transform the company culture, serving both as a symbol of Timberland's core values and of their beliefs. In the process, it clarified Timberland's view of service as related to its business mission. The idea of "belief," was the brainchild of Jeffrey Swartz, who viewed the development of this idea as his contribution to the evolution of his family leadership of the company. The employee focus groups affirmed that the core values associated with service have become ingrained and integrated within the Timberland community.

Service also had a "leveling" effect on the organization, allowing for better communication at all levels of the company, due to employees' shared experiences during service. One employee stated that through participation in service, "it makes it much easier to approach a boss back in the office."

In the relationship of the community to the individual, another important result is that service allowed company facilitation of engagement of the whole individual. Both the Vice President of Social Enterprise and the Vice President of Human Resources

explained that one of the most pressing dilemmas facing the company, in the changing turbulent business environment, is how to obtain the total commitment of your employees. From both employees and management, our data showed that individuals' levels of commitment and motivation increased because of their participation with service, both individually and communally.

Communally, capacity building via service transformed the Timberland community's idea of their corporate leadership. One employee stated that "service has shown me that there are many ways to lead." Another acknowledged that "there is a sense of pride when you see your company singled out and recognized for service and not just for quarterly results."

2. If Timberland effects internal transformation, does this change affect the external environment? If so, how?

Timberland's involvement with community service is such that each full time employee is allowed forty hours paid-leave annually to participate in three types of service: service sponsored by Timberland and City Year, service sponsored just by The Timberland Corporation, and service done independently by an employee. These three arenas developed in succession, such that once Timberland identified that the City Year service projects were well received by employees, Social Enterprise had both the incentive and need to further expand service opportunities for the Timberland community.

The senior manager of Social Enterprise explained that when Timberland decided to double employees' paid-leave time for service, "we realized that we weren't being

very literal, we were doing more" than just those thirty-two hours. As a result, Social Enterprise developed greater numbers of service projects in and around the Stratham area. This occurred in part because City Year could provide only support to Timberland being located one hour away. A second geographic consideration was that Stratham, NH is located one hour north of Boston, and one hour south of Kittery, ME. Both are attractive residential areas, and thus many employees commute. This is a reason that employees were enabled to use their forty hours of service outside the realm of Timberland's service initiatives.

In 1997 alone, Timberland employees participated in over 12,000 hours of service. This included serving as Big Brothers/Sisters, participating in disaster relief, taking children on field trips, planting bushes at the Kingston Camp Ground, and working with the Somersworth Boys Home. This last example is one of several organizations with which Timberland developed a long-term relationship.

Many of projects Timberland participated in produced tangible goods, such as a new playground or a re-shingled roof. Others provide more 'human' services, like serving as a mentor, or reading to children. One recent event that Timberland participated in was at Immokalee, Florida in January 1998, in conjunction with their annual sales meeting. One hundred and forty seven employees contributed over seven hundred hours painting a day care center, building playgrounds and picnic furniture, and sorting food and clothing.[d]

In addition to bettering the external environment directly through service, Timberland's social enterprise initiatives also benefit their service partner organization, City Year. In 1994, Jeffrey Swartz pledged $5 million to the City Year corps, which

includes providing boots and City Year Gear apparel to over one thousand corps members and City Year staff annually. This pledge provided a constant reminder to both Timberland employees and City Year corps members of their commitment to service and to one another. City Year's Timberland project leader explained that without such funding, City Year would not be as strong an organization as it is, such that limited resources allow for limited expansion. Timberland also served as consultants to the corps, assisting their business strategies and addressing legal concerns.

Experience with, and love of, service, provided Timberland employees a reason to share their experiences with individuals outside of Timberland, City Year, and the projects the two organizations created. Several individuals mentioned that they often brought their children to service projects in an effort to help their children have a greater understanding of service, the fulfillment helping others can create, and the pride accomplishing a goal can instill.

Others in the external environment that have benefited from Timberland's commitment to service include nearby corporations, and even the government, learning from the Timberland example.

> One of the things I have thought about as part of using my community service for the company- is to sit with other business leaders in New Hampshire and community, and say "Here's why {service} works for Timberland and here's how we do it." You know, we're all competing against each other for the same type of people but we {Timberland} have an edge. I don't want to share that edge necessarily because they're my competition, but that's the unique thing about Timberland. I do want to share that edge because I care more, I would be rewarded by this {sharing of information}. If I could say, you know what, I got that company down the street to sign up to do the same kind of stuff we're doing, Jeff and Sidney {Swartz}would be thrilled. Even though we compete for employees... that would be like a positive thing {helping others learn about service.} [67]

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[d] see appendix

3. Is it intentionally contributing to social change as a part of its mission? If so, how?

After Timberland and its leaders realized the value that service added to the company and for the community, it changed its mission statement to incorporate what became the core value of the organization. Through the diligence and leadership of Jeffrey Swartz, Timberland integrated the ideas of "Boot, Brand, and Belief" in their mission.

> *Human history is the experience of individuals confronting the world around them.*
>
> *Timberland participates in this process, not just through our products or through our brand, but through our belief that each individual can and must, make a difference in the way we experience life on this planet. As a team of diverse people motivated and strengthened by this belief, we can and will deliver world-class products and services to our customers and create value for shareholders around the world.*
>
> *The Timberland boot stands for much more than the finest waterproof leather. It represents our call to action. Pull on your boots and make a difference. With your boots and your beliefs, you will be able to interact responsibly and comfortably within the natural and social environments that all human beings share.*
>
> *When confronting the world around you, nothing can stop you.*[68]

4. Is Timberland meeting its business purpose while engaging in social enterprise? If so, how?

Timberland's business purpose is "to create sustainable value for our shareholders, employees, customers, and community. Not in sequence but in balance. Not whenever our business is operating well but whenever our business is operating."[69] It meets its business purpose through functioning from its core values of "Boots, Brand, and Belief."

Because the Social Enterprise department is the keeper of the company's beliefs, Timberland is meeting its business purpose while engaging in social enterprise. The Social Enterprise Department is the institutionalization of service into the context of business, so that Timberland's service participation as a community will be directly tied into the company's business purpose. The purpose of Social Enterprise is to connect service to each of the four stakeholders (shareholders, employees, customers, and community) and helping Timberland meet its business purpose more effectively.

Drawing again from the Somersworth Boys Home[70] service event sponsored by the International Distribution division, one can see how Timberland used service to create value for its employees and customers through serving to the community. In this example, value was created for the employees in their improved capacities. Value was created for the customer because the international distributors better understood Timberland. Value was created for the community through developing relationships with the boys at the home. Finally, Timberland created indirect value for the shareholders because the distributors and Timberland employees worked more effectively together.

Because the Timberland/City Year partnership was a new paradigm of socially responsible business, Timberland battled skeptics in the early stages of the partnership with City Year. In 1995, Timberland experienced a significant loss in profits, and laid off a number of employees as a result. Business critics immediately condemned the company because of its partnership with City Year and emphasis on community service. A few weeks after the layoff, there was a company service event. Many employees identified it as one of the more significant in company history because it demonstrated Timberland's commitment to service as a core value, letting everyone know that it was

for real. The Senior Manager of Social Enterprise gave her perspective on this event:

> It was exactly what we, as a corporation needed because we instilled a renewed sense of trust in each other in terms of working together, a renewed sense of teamwork, and a renewed idea of setting and accomplishing goals. We had felt a sense of failure as a corporation. We had set financial goals...and we didn't meet them. When the goal for that day was put up that fence, fix that roof - people did it. It was service that gave the employees a renewed sense that the core values and company had not changed.

Timberland continued to develop ways in which Social Enterprise could be integrated into every aspect of the organization, in order to ensure that the division would contribute to the company's business mission. When the department of Social Enterprise was first formed, they worked very closely with marketing and human resources, but recently, the department has focused first on cross-functionalization. The department developed methods of making service relevant to each specific division at Timberland. The Vice President of Social Enterprise elaborated on how social enterprise helps Timberland with its business mission.

> The whole company is growing to become more segmented. There is a retail business, a men's business, separate from men's clothing. For each there is a different set of competitors, different distribution sales, different cost structures. As the company changes along those lines, so must the community initiatives change along those lines. The groups we will be serving more are the ones which our business tells us we have to serve more. Service must be relevant to our business.

Service helps Timberland's business mission because it creates value for all of the stakeholders. The Social Enterprise department integrated how Timberland's belief into every aspect of the organization, connecting the values to the business purpose of the company, not through vague association, but through tangible results, including increased revenues.

5. How does the transformistic framework apply to the Timberland Corporation?

A Dynamic and Turbulent Environment

One source of turbulence and change at Timberland was created in the years following Sidney Swartz's takeover of the company in 1986. Sparked by interest by the Italian fashion industry in Timberland's product, Sidney put his son, Jeffrey, who joined the company at twenty-nine as head of the international sales division, in charge of the expansion into European and Asian markets. On the one hand, this expansion opened up new markets and opportunities for the company. Initially, though, this move to global distribution created some significant problems.

> "Timberland's expansion continued unabated, and the Swartz' started to lose control of their vast empire. Timberland's profit margin eroded from 1987 to 1989, profits fell from $9.4 to $6.4 million. The company had too many problems, too little focus, and even less corporate restraint. 'I nearly drove this company under the ground,' Sidney Swartz admitted to *Forbes* in 1989. Though his ideas and intentions were good, the reality of Timberland's rapid expansion had proved burdensome for a company still adjusting to its previous growth. 'My optimism sometimes gets the better of me, Sidney said.'" [71]

This optimism is what allowed Timberland's leaders to come out of their expansion period with a focus on the future. As the company grew in terms of its business, Timberland exhibited the same attitudes that it had toward expansion to its social responsibility component. After Jeffrey took over as Chief Operating Officer (COO) in 1991, the Swartzes stopped focusing their marketing on the international fashion industry, as they had during the expansion period, and reemphasized their commitment to their original consumers who used their boots for outdoor activities and outdoor work.

Yet, in this period of returning to the roots upon which the company had grown,

Timberland was condemned by two groups of consumers, resulting in negative publicity from the media. The first series of complaints came from animal-rights activists, who actively protested Timberland sponsorship of the Iditarod Trail Sled Dog Race in Alaska. The second series of complaints came from the discovery that Timberland had inadvertently gained a new group of consumers, black urban youth. "Drug dealers in New York started buying the boots at their neighborhood stores."[72] The trend caught on and developed within the black urban community around the country. Timberland received some negative publicity when Jeffrey Swartz "stumbled badly," in his comments, when he told an interview that Timberland would continue to spend its advertising dollars on "honest hardworking people."[73] A *New York Times* article reported that Timberland was trying to distance itself from its black buyers."

The company's 'growing pains' and negative publicity helped Jeff and Sidney Swartz recognize two things. First, that the actions and expansion of the company were noticed and evaluated within and outside the company, at times to their detriment. Second, that the company needed to garner a better understanding of their increasingly diverse consumer base in order to remain profitable.

At the same time that Timberland was experiencing negative publicity and feeling pressured to expand into international and retail store markets, Alan Khazei and Michael Brown, co-founders of City Year, took on a new approach to obtaining private sector support. City Year would get corporations to sponsor a City Year team over the course of a semester of a year, and invite the sponsors to participate on a number of levels.

> " 'Civic engagement' drove how City Year approached the private sector
> for funds. "Our goal, explained Brown, "was never to just get a check.
> From the beginning, we asked sponsors to get involved, come out and do
> service, and begin seeing service as a vehicle to bring people together."

To underline this view of funders, City Year labeled contributions and grants as 'investments'. "We see the money as social venture capital," Vasu added "We think that there is a mutually beneficial relationship here."[74]

One of the organizations City Year approached to sponsor the corps was The Timberland Corporation. The 'investment' Khazei and Brown desired from the company was boots, as long hours and climatic conditions necessitated "proper footwear to get youth on the job in Boston." As a national service organization devoted to diversity, community service, and leadership development, Jeff Swartz recognized the corps as a vehicle for addressing themes of change affecting the company both internally and externally.

Further impetus for Swartz to evaluate opportunities with City Year stemmed in part from the realization that both organizations put high value on the power of individual and of an entrepreneurial spirit. For Jeffrey, "Entrepreneurism (was) about creating sustainable value- value that lasts for the consumer, the employee, the stockholder, and the community."[75]

Swartz remained commited to his concern for, and belief in, the potential of his family's company to make a difference, not just as a business, but as a voice for change. The Vice President of Human Resources, explained her own understanding of the company's philosophy of "Boot. Brand. Belief."

> Sidney and his dad developed a boot which was revolution(ary) at the time. And then Sidney said, this can be more than just a boot, it can be a brand with products that reflect the integrity of the boot...And with Jeff, {he said} "We can use this {boot and brand} for the common good. One voice makes a difference. We can offer help and it will help make us a better company. It will attract new people, it will make us a good corporate citizen. It will be a win-win situation.

An Organizational Context for Capacity Building

When Jeff Swartz and Alan Khazei met for the first time, "great sparks flew".

Shared values, including a belief in social progress, laid the foundation for Swartz to

communicate his beliefs to his employees and to the world. The addition of the Social

Enterprise department to the company in 1994 further conveyed (and convinced)

individuals both within and outside Timberland of their commitment to providing

assistance to the community while maintaining the bottom line. This division, in

conjunction with City Year corps members, coordinated all service activities for

employees, providing employees opportunities to engage Jeff Swartz beliefs.

Together with corps members, Jeff Swartz opened new doors for Timberland's

engagement in service and commitment to social good. Providing both service projects

and leadership training programs, City Year helped solidify the validity of Jeff Swartz's

vision. In addition, the creation of City Year Gear provided a regular reminder to

employees of both the partnership and of the company's growing commitment to service.

The philosophy became "integral and integrated into how Jeff managed the company.

(Today) service is treated as much of a valued component to your job as work."[76] One

event that employees mentioned several times as communicating and exemplifying Jeff's

vision was Timberland's 1992 "Give Racism the Boot" campaign.

> I remember it vividly...It is one of the things that made {our mission and vision}
> clearer to me... At first, the service thing was like "Wow, it's kind of cool to think
> that the company sponsors service events....and then there was this thing going on
> in Germany with one of our employees who was discriminated against because he
> was African-American....Jeff just said "I've had it!" and we had this employee
> rally, and he just came up onto the podium.. and showed us this t-shirt {with the
> logo}.....
> "He said, 'You know, this is something I feel we can use our voice as a brand to
> tell the world, to spread this message {against racism}. Our product is known by
> youth and in all walks of life. The power of our brand speaks louder than any one
> voice can.[77]

Leadership Structure and Social Outcomes

Through his establishment of Timberland's Social Enterprise division, Jeff Swartz created a tangible arena to sustain and facilitate a context that made the most of human capacities. The senior manager of Social Enterprise explains this when defining the division's origins, as well as the connection to City Year service.

> The "social" in Social Enterprise implies {something} bigger than just community. The "enterprise" piece clarifies that this is not about giving away money. That we are a critical piece of the business operations of the company....{With City Year}, we could see the power of what we were doing, and we realized that our employees could benefit in the same way, from the same energy and action orientation. And also that community plays a role in {making this division a success}.

The context created by Social Enterprise, combined with the initiative taken by Jeff Swartz, provided greater opportunities for growth of the employee, increased organizational capabilities, and more significant contributions to the society's well being. The Social Enterprise department, and the service activities it coordinated, helped create a sense of collective purpose and link that to social change. Social change was envisioned to occur in conjunction with the achievement of business goals and purpose. For Jeff Swartz, Timberland had "a responsibility...we must actively engage in the community."[78]

Service encouraged collaborative work, both during service and back in the office. The latter occurred because service allowed individuals to see people in a new and different setting. In addition, service had a somewhat 'social' component to it, and thus provided new opportunities for conversation and engagement. One employee, explained how service projects affected his work environment, stating that "when a bunch of people from different departments get to know each other, it increases

productivity."

Employees and managers also recognized that service empowered individuals in ways previously untapped in the workplace. One employee explained that service had a leveling effect, and that this flattening of the organization "makes it that much easier to approach a boss (after service) because of an earlier shared experience." Another employee agreed, stating that "I have had occasions to meet people that I would rarely interact with. It helps my communication skills and identify commonalties between individuals. This makes for a better working environment." As a result, service helped encourage employees to take risks because of "increased camaraderie, respect, and multiple levels of trust."

Though some managers understood that service increased community, and often "better business opportunities", this was not consistently expressed by all managers or their subordinates. Some employees acknowledged that other managers did not facilitate service, most often because they lacked a through understanding of the value service created for both individuals and the company. Yet, for most, a greater sense of ownership and understanding of the company's vision also resulted from engagement in service. "While my personal view of leadership has not changed, I have a much different idea of corporate leadership. Service has shown me that there are many ways that a corporation can lead."

6. Can Burns' concept of transforming leadership, as employed in Hickman's framework, be applied in a for profit organizational context?

James MacGregor Burns believed that transforming leadership can occur only in a social or political context, and not in an organization. The findings provided through the research on Timberland provide a sound basis for arguing that transforming leadership has occurred on a number of levels. Burns states that such leadership occurs when "one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality....Their purposes, which might have started out as separate but related become fused."[79]

Hickman employs Burns' theory within an organizational context and defines a number of tasks of transforming leadership. Since the dynamic of leadership in the context of the Hickman framework takes place on multiple levels, but is most easily discussed on group level, we will identify COO Jeffrey Swartz as the initiator within the transformation process.

Identifying and developing core values and unifying purpose

This task was the building block from which transforming leadership occurred at Timberland. Through using service as a vehicle to create value for all of Timberland's stakeholders, its managers and employees identified with this unifying purpose because it connected with the environment external to Timberland. Through service participation, managers and employees saw that their office work is only one of numerous means that Timberland uses to create value.

Because Jeff Swartz created a context in which the purpose of the company and its values were in line with the community, managers and employees indicated that their

personal values and work values have gradually become one and the same. As a result, Timberland gained the full commitment of its employees. Vice President of Social Enterprise stated that service "is about engagement of the total employee." Employees and managers indicated that the three most common values imparted through action, in service and at the office, are leadership, diversity, and the power of the individual. The employees also indicated that they have an increased understanding of how they as individuals and how Timberland, as a company, fits into the larger environment.

Liberate human potential and increase capacity

Service allowed Jeffrey Swartz, with the assistance of the social enterprise department and the City Year corps members, to obtain the engagement of the "total employee." Proof that engagement of the whole person liberated human potential and increased capacities in employees and managers at Timberland was in employees and managers saying that service had given them an increased ability to be more creative when solving problems, having an increased courage to take risks and make independent decisions, and feeling empowered to take initiative on their own. All three of these capacities have helped promote an entrepreneurial atmosphere, both internally and externally.

The engagement of the total employee also liberated human potential when the core values of the organization are internalized and integrated into the daily actions of the individual. Using the value of diversity as an example of one that was best internalized and most understood at Timberland, some employees confirmed that diversity helped them see that each individual had something important to contribute to the group process. Other employees saw diversity as a reinforced value by Timberland when the Human

Resource Department created a domestic partner policy, which fully recognized the partners of homosexual men and women. Each person's ability to find value and association with the broad values which Timberland has made central to their culture allowed for the development of each individual on many levels.

Develop Leadership and Effective Followership

One of the first benefits gained by Timberland/City Year partnership was increased understanding of Leadership. City Year corps members came to the Timberland headquarters and facilitated what was called a "Leadership Compass" training seminar. The corps members, all of whom are in their teens or early twenties, led Timberland managers and employees through training in which they shared their experiences as leaders and followers and helped the employees gain a better understanding of individual leadership styles, practices, and philosophies. The value of this training was demonstrated to Timberland's leaders and employees when they participated in their first service project together, and saw the changes in leadership and followership roles.

The increased understanding gained from the different roles during service projects allowed for power-sharing, empowerment, and collaboration by many of Timberland's managers. One Vice President said that "I love doing service because I enjoy being the follower." Yet, not all managers encourage service. Employees admitted that there are still a few managers that do not encourage service or who do, yet try to exhibit power and delegate responsibility during service project. Managers and employees agreed in saying that this type of leader/manager is increasingly become the exception at Timberland.

Use Interaction-Focused Organizational Design

The service that Timberland employees did provided them with the opportunity to work with different groups of people each time to accomplish various tasks. The ability for transforming leadership to use the type of interaction during service came from the potential for good and for positive and incredible results from working together as a team. The best example of how Timberland service promoted the benefits of collaborative, interactive teamwork is the Immokalee, Florida Service Event. Held during a annual sales meeting, 147 Timberland representatives met and worked to carry out six different tasks related to improving the Immokalee community. The service event proved, in the words of one participant, "that community service is the perfect medium 'to see the good that people can do if they work together.'"[80]

Build Interconnectedness

Building interconnectedness has been a characteristic of Timberland's transforming leadership. The City Year relationship initiated a series of relationships with other organizations in the external environment that reflected the core values for which Timberland stood. In 1992, Timberland joined Businesses for Social Responsibility, an organization that promotes the power of business for social change. In 1993, Timberland signed this set of environmental ethics, introduced by the Coalition for Environmentally Responsible Economics, which guide corporate conduct and enable corporate investors to make informed decisions on environmental issues. As service became more and more integrated into Timberland culture, Timberland has also created alliances internationally with non-profit organizations like Unis City in France and Care Force in Italy.

Internally, service has helped Timberland make the transition from a small family company to a global competitor without sacrificing the interconnectedness and sense of family that was rooted in its origins. Service provides opportunities for employees and managers to meet and have fun with other employees and managers whom they would normally not interact with. Thus, whether or not you know everyone's name, all the faces of the 2,000 employees at the headquarters are familiar to everyone. As a result, it is common practice for people to greet one another in the hallways and for managers and employees to interact at all levels.

Analysis

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How does the transformistic framework apply to The Timberland
Corporation?

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Can Burns' concept of transforming leadership, as employed in Hickman's
framework, be applied in a for-profit organizational context?

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What are the implications of private/public organizational partnerships on
modifications of the Hickman framework?

The analysis of this framework as related to The Timberland Corporation is based upon the information gathered from the research questions answered in the results/findings section. Yet, in regards to the order and relationship of the questions, initial analysis of the data determined that questions 1-4 were micro-level questions, and their data, while necessary, facilitated better understanding and more comprehensive analysis of the latter three. The results from questions 5-7 served to create understanding of the macro-level process of transforming leadership, which functioned within Hickman's transformistic framework. Thus, this section will specifically analyze questions 5-7 and shall integrate the information gathered in questions 1-4, where appropriate, for purposes of clarity.

How does the transformistic framework apply to the Timberland Corporation?

The purpose of Hickman's framework is to provide a new arena for organizations to be defined, outside of the context of bureaucratic or organic forms. "Intended to help us move systematically toward a more comprehensive view of the purpose, structure, ..and roles of organizations in a new era,"[81] Hickman wants to expand the definition of transforming leadership both in content and scope. The theorist hopes to accomplish the latter goal by providing guidelines for transforming leadership to occur in an organization, not just in society or in the political realm, as Burns suggests when defining transforming leadership.

Guidelines identified by Hickman include managerial behaviors that can or will "facilitate the development and functioning"[82] of shifting, collaborative leadership within and outside the organization. These behaviors, engaged within a dynamic and turbulent

environment, are expected to produce transforming, qualitative changes "in the well-being of the individual, organization, and society."

A major assumption of Hickman's transformistic framework is that the dynamic and turbulent environment derives from a social imperative within that external environment. Similar to that described in the Literature Review, Hickman also discusses how factors such as globalization, changing markets and reorientation of (consumer) values can affect any one organization's assessment of opportunities for capacity building, and potential value or purpose linkages with other organizations.

In Appendix II, the findings from the Timberland case study have been applied to Hickman's transformistic framework. With Timberland, the social imperative for change was equal to the economic imperative for change in the external environment. Consumers' increased orientation toward outdoor activities in the 1980s greatly increased the demand for outdoor gear, including boots made by companies like Timberland. As a result of growing demand and increasing popularity of their products, the company identified, and embraced, opportunities for growth and corporate expansion.

Though the earnings potential that European and Asian markets created was exciting, internally, the corporation began to suffer. Expansion meant a changing internal community, including a lesser emphasis on, and existence of, Timberland's family atmosphere, which had existed in part because of their small size. In essence, increased profits and customer satisfaction did not necessarily equate to increased employee satisfaction. It is these two reasons, economic imperatives and internal reorganization, that led Timberland executives to recognize the need to identify and assess new opportunities for the development of employee capacities and capabilities.

One social imperative that did have a tremendous impact on how, and what, Timberland assessed as pathways toward capacity building occurred almost coincidentally. For many organizations and members of the general populous, a growing demand for increased individual and corporate social responsibility developed by the end of the 1980s, beginning of the 1990s. This demand for action was increasingly acknowledged and understood by corporate executives. One of these executives was Timberland COO Jeff Swartz.

When Timberland began expanding into new markets, Swartz had understood some sort of change needed to occur in order to maintain and reorient the business toward family values. Around this same time, the City Year organization contacted Timberland in an effort to obtain boots for corps members. The request Alan Khazei and Michael Brown made of the company proved to be more of an opportunity for Swartz to reaffirm the company's continued commitment to the individual, specifically those individuals working for his company. City Year was an organization that made viable change. It was an action oriented, entrepreneurial organization interested in engaging everyone in service, for no reason other than it was what they believed in. To Swartz, their mission and actions served an example of a way, a vehicle, to creating internal change; a reminder to the Timberland community of his commitment to the individual, and to Entrepreneurism.

Had Swartz, Khazei, and Brown not identified that value linkages, as well as the mutual benefits of transactions existed, between the two corporations, a relationship may never have developed. Yet shared values gave Swartz a motive, a foundation really, to convey his personal goals and vision (for the company). Swartz communicated his vision

of using business as a tool for positive social change in part by sharing his beliefs at employee rallies and in advertising campaigns such as "Give Racism the Boot".

Collaborative efforts between Timberland and City Year resulted in the corps, both in flesh and in concept, becoming increasingly more visible at Timberland headquarters. This occurred when City Year taught Leadership Compass seminars to employees about different individual leadership styles, and because employees produced apparel for corps members. As a result, Timberland employees received regular confirmation of Swartz's commitment to City Year and their programs, by providing constant reminders.

Swartz was also to communicate his vision by creating the division of Social Enterprise, a department to lead by example. This department began developing service projects for employees, in a similar fashion to how City Year did, thus providing increased opportunities for engagement of Swartz's vision for social change. Together with Swartz, the establishment of the Social Enterprise division solidified not that Timberland was committed to City Year, but that Timberland was committed to service. Development of annual projects such as 'Christmas in April' and City Year's annual Serve-A-Thon further exemplified Timberland's support of, and opportunities for, service.

The establishment of the Social Enterprise division helped Timberland create a context enabling maximization of human capacities. The function of this division, as keeper of the company's beliefs, is to integrate company beliefs throughout all levels of the organization, and "all aspects of doing business". The aims of Social Enterprise in some ways overlap those of City Year, especially in explaining why employees are

encouraged to do service. Our findings, similar to internal results collected by Timberland after a large service event at the beginning of 1998, show that service encourages collaboration, team work, increased employee interaction, as well as the creation of a collective sense of purpose. Much of what service contribute to Timberland's employees and environment can be considered participative leadership.

Employees and management do experience "power sharing, empowerment, and reciprocal influence processes"[83] as well as delegation of authority while participating in service. The potential benefits of participative leadership mirror what employees acknowledged as benefits of service. This includes increased recognition of diversity within and outside the company, greater understanding of the company's vision to create value for stakeholder, and thus increased commitment to Timberland's belief that a for profit corporation can produce social good.

Greater perspective and understanding of the different facets of peers' personalities, as well as recognition that the leveling effect service can have may open new modes of communication among employees and/or managers and/or divisions. Heightened sense of accomplishment, greater individual confidence, and a 'can-do' attitude has also created new opportunities for Timberland to contribute to their society. The emergence of servant leadership, such that employees, Social Enterprise, and thus Timberland are increasingly engaging in service projects, and that all three are "searching, listening, (and) expecting,"[84] betterment of their society and company through service.

For all the transformation and transforming that occurs within Timberland, and externally in the community and society, the company has yet to achieve complete

maximization of human and organizational capabilities and contributions. Though it is inherent in the transformistic framework that this maximization is continually developed and changed, it is clear that Timberland needs to further engage the individual, organization and society as existing in its present state and conditions.

Though we agree that Timberland, through adherence and application of its mission, has bettered the individual, organization, and society. Yet, further development of employee actions within organizational contexts for capacity building is required. Currently, Jeff Swartz acts and acted as vision generator, vision communicator, vision activist, and creator of vision viability. It is clear that Social Enterprise and City Year also help communicate Timberland's vision and increase potential for the company to recognize success as contingent upon the integration of social and monetary profit. Yet, without the continued commitment of the Swartz family to accomplishing these aims, Timberland would not be where it is today.

Individuals' recognition of the need for additional guidance in regards to integration of social good into the company is further proof that while employees recognize and contribute to Timberland's vision, there is room for improvement. On the one hand, the emergence of individual service not originating from Timberland or City Year does suggest the process of multi-directional influence between employees and executives (transforming leadership). Yet several examples imply that increased viability and engagement of the vision is required.

> I think there is a tremendous need out there for guidance. I see it in our retail stores, on how to service. I see it with our sales reps, who say, "OK. You showed me Immokalee, I want to do this (at my store).' And as much as we try,...there still needs to be a level of additional guidance, like connecting City Year out in the field with our retail stores... Sometimes you need someone who is going to 'own' that, and make it happen on a

regular basis 'out there'....I think that would be all the more effective in terms of rooting this out in the field.

This comment identifies the need for Timberland to more effectively communicate their vision to all individuals within the company. Other Timberland executives have also identified this concern, and are attempting to rectify it vis-à-vis promotion of Earth Day events in the areas surrounding their retail stores across the nation. This comment also suggests that there is continued dependence on Timberland executives, Social Enterprise in particular, to provide guidance for service. Obviously, it can be expected that Swartz will initiate, and Social Enterprise will engage, Timberland's mission, for those are the functions of the positions. Yet, maximization of human capabilities and contributions can in part be defined as increased autonomy. Increased autonomy could include self-guidance rather than corporate-guidance of service incentives away from corporate headquarters. Timberland executives can facilitate this through increased communication and *initial* engagement of the vision off-site.

The above quote also helps identify that Timberland is not fully engaging the society in which they exist. Retail stores need additional guidance about how to participate in service, which implies that if they don't know how or where to do service, then employees must not be doing service, and thus, not fully engaging their communities. It should not be forgotten that Timberland's social initiatives have created a tremendous impact in many areas, including with the City Year organization, communities such as Immokalee, and in NH programs such as Welfare-To-Work and the Somersworth Boys Home.

These initiatives exemplify just few of Timberland headquarters' 'social successes', and indicate the potential that other Timberland sites and employees have,

who share the same organizational values and beliefs. Other opportunities for increasing capabilities and contributions for society would be through consumers and/or shareholders. Because these two constituencies make up half of what Timberland defines as its shareholders, it seems clear that service may create increased value for all stakeholders (Timberland's mission) and thus further maximize their human capabilities.

Can Burns' concept of transforming leadership, as employed in Hickman's framework, be applied in a for profit organizational context?

Hickman employs Burns' concept of transforming leadership within the context of organizations. This idea has been controversial within the discipline of leadership, because Burns' concept was traditionally designed within the context of social and political movements. A theorist named Bernard Bass took Burns' concept and made it user-friendly with his idea of transformational leadership, which deals with leadership within formal organizations. These two terms must first be explained and differentiated before a discussion of how transforming leadership is occurring within Timberland as employed by Hickman's model.

While there are numerous difference in how the two theorists view transforming vs. transactional leadership, the two aspects that are relevant in the discussion of Timberland are the differences in which the two theories view the relationship between leaders and followers, and view the tasks of leadership.

In Bass' transformational leadership, the leaders transform the followers. Thus, the pattern of influence is top-down and unidirectional. Burns' transforming leadership is a "relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents."[85] Thus, influence is multi-directional,

coming from both leaders and followers. "Transforming leadership entails a change within the group and of and by the group."[86]

The other important distinction between the two theories is that Burns' designates that there are three tasks of transforming leaders: 1) the capacity to change conditions for the followers, 2) the capacity to change culture, and 3) the facilitation of social change. Bass' transformational leadership requires that the leader only carry out the tasks of the first two. While Burns' description of transforming leadership is very idealistic, and is often considered as an unreachable pinnacle, through the context of Hickman's framework, the research presents an argument that Timberland is facilitating transforming leadership on multiple levels(individual, organizational, and societal).

Transforming the Individual

While transforming leadership is a multidirectional process of influence, the process is initiated through the actions of an individual. At Timberland, the "initiator" of the transforming process was Jeffrey Swartz. He was introduced to the ideas and values associated with service through the first meeting with the leaders of City Year. When he experienced service himself for the first time, he was transformed and saw the potential that community service could have for his followers. He then gradually implemented the values associated with service into the core values of the organization and with the establishment of the Social Enterprise Department, created an institutional means to relate these values to the unifying purpose of Timberland as an organization.

Swartz' intuition as a leader proved correct when his followers(managers and employees) began experiencing the idealism and inspiration he experienced. Then Swartz engaged in service with his followers as well. The fact that both Jeffrey and

Sidney attend almost every company sponsored service event generated collective purpose and transforming processes within the organization. Employees' positive experiences with service raised their levels of motivation and morality, giving them, as one employee put it, "a greater sense of purpose and idea of their role as individuals and as a corporation." The employees transformed by their experiences with service became "social entrepreneurs," acting as initiators of identical cycles of transforming leadership within their residential communities. Once followers of Swartz's leadership, the employee and mangers became transforming leaders in their own right.

Now, it should be noted that Jeff Swartz's identity as a member of his family afforded his succession to a formal leadership position within Timberland. His position as a formal leader allowed him to act as the initiator of transforming leadership at Timberland. Thus, transforming leadership was initiated from the top-down. Some may argue that this makes it transactional leadership. The finding that employees at all levels of the organization bought-in to Timberland's changed values and have adopted service into the culture proved that transforming leadership is also occurring from the bottom-up. The Vice President of Social Enterprise added an interesting element, when admitting that there Timberland is "even being transformed from the side," because the City Year organization with which Timberland has built interconnectedness serves as a reinforcement of their beliefs.

Transforming the Organization

The transforming organization, as a group made up of transforming leaders (employees and managers), necessitated changed as the individuals within it changed. The lessons learned during service by Timberland managers and employees have been

carried back into the workplace and helped transform the way in which the company functions as a business. A significant example of how the values associated with service has transformed the internal workings of the organization is the employee recognition programs called "The Timberland Summit Award." The award is based around exemplification of the Boot, Brand, Belief philosophy and evaluates individuals on numerous levels. An individual can be nominated on how they have contributed as an individual to the company overall, how they have facilitated increased teamwork, or how they have inspired or led others to service through their commitment to the community.

Transforming the Society

Timberland is transforming society in a number of ways. As individuals, Timberland social entrepreneurs are acting as transforming leaders in their communities. As groups, Timberland transforms small segments of society through large scale service projects and the development of long-term relationships with non-profit organizations like the Somersworth Boys' Home. As a business organization, Swartz is using the power of Timberland as a company to transform society through add campaigns like "Give Racism The Boot." Timberland is also serving as a transforming leader in its advocation of socially responsible business practices within the corporate community. Timberland increased consciousness of issues that are relevant to the company. As a transforming leader, Jeffrey Swartz recognized that Timberland, as a company, had more resources and ability to transform society, through their brand, than any one individual. The next phase or Timberland's transforming leadership is their advertising of their beliefs as they relate to the potential of service.

Overall, through participation in community service, Timberland identified and

developed core values from service and incorporated them into their business purpose, liberated human potential and increased capacity and developed leadership and effective followership through transforming followers into social entrepreneurs, built interconnectedness through partnership with City Year and associations with Businesses for Social Responsibility, and utilized interaction-focused organizational design through changing their business model to a more organic structure.

What are the implications of private/public organizational partnerships on modifications of the Hickman framework?

The private/public organizational model exemplified by the example of the Timberland/City Year partnership provides some substantive findings that transforming leadership can exist within a for profit organizational context. Yet, there are other forms of leadership that are exemplified in the context of the Timberland model that contribute understanding to the transformistic framework.

Collaborative leadership between the two organizations provided the foundation for the relationship that allowed both organizations to positively affect each others outcomes. City Year enabled Timberland with service experiences that empowered Timberland to adopt the values associated with service into their own context. In return, Timberland enabled City Year with the $5 million dollar grant, and their knowledge of business acumen and innovation, enabling City Year to change their expansion strategy and better carry out their organizational purpose.

The relationship developed into an organizational integration. City Year became integrated within Timberland as a symbol of their beliefs. Timberland became integrated within City Year as a reinforcement of their actions. Through collaborating and serving

together the two organizations merged their beliefs and actions.

This brings us to another important modification to the Hickman framework that can be made in its application to a business model of private/public organizations. City Year is a not-for-profit institution, and the nature of a non-profit organization is to serve the community. While publicly traded, Timberland is still essentially a privately held company, led by the Swartz family. In the old paradigm of large businesses, the public often had the perception that privately held companies served only themselves. Classical economics said that businesses serve the shareholders through the manipulation of the other three constituencies (employees, consumers, and community). The Swartz family values system has always made a strong imprint on Timberland, which prevented it from ever being a manipulative company. Yet, through the interaction with City Year, and the resulting understanding gained through service, as a corporation made up of individuals, Timberland has learned how to serve as effective servant leaders.

In his book entitled *Servant Leadership*(1990), Robert Greenleaf devised the concept of the servant as leader. He discusses the concept of servant leadership as one which is appropriate for the emerging business ethic, such that "the work exists for the person as much as the person exists for the work. Put another way, the business exists as much to provide meaningful work to the person as it exists to provide a product or service to the customer."[87] When this ethic becomes integrated into business, "the business becomes a serving institution – serving those who produce and those who use."[88] Timberland has integrated this ethic into their mission and, as a result, has become a serving institution. This has facilitated Timberland becoming a greater social asset as a business institution by creating value for all their stakeholders.

As Timberland serves, it also transforms, and thus these two leadership theories work alongside one another in Hickman's transformistic framework to facilitate the remarkable outcome demonstrated throughout this study. The workings of these two leadership theories, servant and transforming, contribute to the development of individuals as both workers and as responsible members of society.

Recommendations

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Need for Further Study

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Acknowledgements

Recommendations

Examination of the Timberland Corporation forged new ground in the quest of validating the applicability of the transformistic framework to working organizations as a conceptual, analytical, and evaluative tool for institutions attempting to facilitate transformation of individuals, structures and forms of leadership in order to build increased capacity for the betterment of themselves and society. This case also established that Burns' theory of transforming leadership can be operationalized in business institutions such as Timberland. The Timberland example is evidence that 21st century organizations are doing this kind of exemplary work, balancing the desire to affect positive social change, while ensuring a growing profit margin. As indicated previously, Timberland's recent announcement of record fourth quarter earnings and full year revenue of $796.5 million for 1997, a 15.4 percent increase over the previous year,[e] demonstrates that organization can do well while doing good.

The assessment of Timberland through the transformistic framework yielded some areas for improvement to which the organization will need to continue to attend:

- Understanding and internalizing the need for *vision communication &*
  engagement of all of the stakeholders. This is a crucial part of the initiator stage
  of the transforming process that has thus far been facilitated mostly by Jeffrey
  Swartz and the Social Enterprise Department. Employees served as effective
  communicators of the vision, even more so than their managers, some of whom
  were still reluctant to build the vision into their divisions' work.

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[e] See Appendix.

- Outside of the corporate headquarters, Timberland needs to create a position to help oversee the process of generating understanding of the vision in the retail stores around the country and world, distributorships around the world, and their factories.

- Encouraging, strengthening and facilitating *leadership and effective followership*, power sharing and decision making between leaders (managers) and followers(employees) at all levels.

- *Innovating and creating new initiatives* with City Year so collaboration can continue and new value can be created for both organizations.

- *Facilitating interaction-focused work design.* It was not clear from the research how the values had been tied in to the changes in organizational structure and design of work. The Social Enterprise department should evaluate how the relevant themes from service are affecting change in these areas.

- Exhibiting transformational leadership in the corporate community. This can be done by *building interconnectedness and information-sharing* with other corporations who are curious about the potentials of service.

- Researching how to handle issues of *conflict and power* and their effect on an environment that is building a context that promotes collaboration and empowerment.

- Developing more effective evaluative methods for feedback from all four of Timberland's stakeholders. How do all the stakeholders perceive their efforts, and how can they innovate and improve.

Need For Further Study

The Timberland case study demonstrates that their is enormous potential for transformistic organizations in the new business era. Studies like this only scratch the surface of this new paradigm of business leadership. As a result, there is a need for further cases to be done on other transformistic organizations. Most organizations known to facilitate the type of transformation demonstrated in this case study appear to be retail organizations like Timberland, Ben & Jerry's, and The Body Shop. Yet, national events like the recent "Presidents' Summit For America's Future" exhibit that there is a larger movement towards this kind of model.

Future research should be conducted to determine the most effective business strategies organizations can utilize, in order to facilitate movement toward this type of business framework. Creation of realistic, comprehensive evaluative processes for organizations who want to facilitate the type of transformation described in the study will also expedite this process. Regarding the transforming process within organizations, future research needs to be done on the role of the "initiator." Burns, himself, has been doing research about this topic recently. One question we repeatedly came back to was, Is such large-scale transformation possible without such a persistent and visionary leader (like Jeff Swartz)?

The movement of change in the business environment toward a more socially responsible model is part of the social change which Burns identifies as the deciding factor of the transforming process. Only time will tell whether or not this phenomenon in modern institutions is a passing fad or a social movement in the making. For the benefit of individuals, organizations, and society, let us hope that it is the latter.

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APPENDICES

FIGURE 2
TRANSFORMISTIC ORGANIZATION FRAMEWORK
(The Timberland Corporation)

ENVIRONMENT

Dynamic/Turbulent
- Identification of changing elements
- Assessment of opportunities for capacity building
- Value/purpose linkages with similar and dissimilar others

Company Expansion & Growth, Negative Publicity

City Year's Vision

Timberland Needs to Diversify

Timberland & City Year Leaders Share Ideas

ORGANIZATION

Context for Capacity Building
- Vision Generation
- Vision communication & engagement
- Vision activists
- Creation of viability

Joint Timberland/City Year Service

COO Jeff Swartz Social Enterprise Dept. City Year

COO Jeff Swartz Social Enterprise Dept. Executives, Employees

Collaboration with City Year, "Path of Service" Tour, Timberland Training Academy Executive Exchange City Year Gear

External:
City Year, Somersworth, Businesses for Social Responsibility

Internal:
Inter-Division Collaboration

Social Enterprise

LEADERSHIP

TRANSFORMING
(Role and Structure)

Confidence, communication, motivation, effective teamwork, productivity, broader perspective.

Liberate human potential and increase capacity

Build interconnectedness (Externally and internally)

Identify and develop core values And unifying purpose

Develop leadership and effective followership

Utilize interaction-focused Organizational design

OUTCOMES

Maximized Human/Organizational Capabilities And Contributions For the individual, Organization and Society

Opportunities for Employees to Engage in Leadership

Opportunities for Executives to Learn and Engage in Effective Followership

Moving Toward A More Comprehensive View of Service.

Service has "Leveling" Effect

Enhanced Capacity:
Timberland Executives & Employees

Timberland Culture

Community

Leadership, Diversity & The Power of The Individual

BOOT. BRAND. BELIEF. Creation of Sustainable Value for All Stakeholders Simultaneously

Evaluation & Continued Transformation

APPENDIX II

The Timberland Corporation
Transformistic Organizations Case Study
General Employees

Preemptive questions:

Name: _____

Position: _____

Years with Timberland: _____

Service involvement: Yes   No

If Yes, what projects and when?

1) For those of you that joined Timberland after 1992, did their service component entice you to join the organization?

2) For those of you that have been with Timberland since before 1992, has the company's service component been a factor in you decision to stay with the organization?

3) What do you see is the purpose for Timberland working with the City Year project?

4) Do you think that you have changed as a result of your experiences working with City Year?

5) Have you served in (leadership) roles since you began working with the City Year   partnership?
b.   If so, were these leadership roles different from the ones that you had prior to doing service projects?

6) Has your concept or view of leadership (i.e. the meaning of leadership) changed from   the time you started participating in service projects? Please explain.

7) Have your abilities and skills as a leader changed since you started doing service
        projects? How?

8)   Have you served in effective or engaged followership roles since you began working with the City Year partnership that were different from the ones that you had in the past?
b.   Have your abilities and skills as a follower changed since you started doing service projects? How?

9) Do you think that your experiences with the City Year partnership has changed the   ways in which you contribute to (or make a difference) to your profession?

10) Has Timberland changed as a community as a result of its involvement with service   projects? If so, how?

APPENDIX III

11) What has been your most meaningful (or significant) experience as related to service projects?

12) How would you characterize the interaction (or relationship) among employees during service projects?
b. Is this interactions (or relationship) different than those at Timberland in general?

13) How would you depict or characterize the leadership of the City Year initiative (i.e. style, practices, and philosophy)?

14) What are the main values that are imparted through action most often among employees (and management) involved with service projects?   These values can be spoken or unspoken, written or unwritten.
b. Do you think these same values are imparted inside the larger Timberland community? Please explain. If the values do not transfer, what do you see as the dominant values?

15) To what groups outside of Timberland is the City Year partnership making the most meaningful (or significant) contributions? Please describe these contributions.

16) What contributions are made within Timberland that you believe are a result of employees working with service projects?   Are these contributions different than other types of contributions made at Timberland?

17) From your perspective, what is the perception of the City Year partnership from employees within Timberland who are not involved in service?

18) What do you think the Timberland-City Year partnership does best?

19) What can Timberland and the partnership do better?

Internal Capacity Building Questions- put these first

The Timberland Corporation
Transformistic Organizations Case Study
Interview Questions:
Ken Freitas

1)   What major factors within and outside of Timberland contributed to the decision to start the City Year partnership? Please explain.

2)   In what ways has the City Year partnership addressed these issues?

3)   Which issues have not been addressed?

4)   Has the City Year partnership made a difference to Timberland overall? If so, what kinds of contributions has this partnership made?

5)   What is the perception of the partnership from employees at Timberland who do   participate in service? Have you attempted to assess their participation?

6)   What is the perception of the partnership from employees at Timberland who do not   participate in service? Have you attempted to assess their participation?

7)   What is the current external perception of Timberland service work in the community?

8)   To what groups outside of Timberland is the your organization's service record making the most meaningful (or significant) contributions? Please describe these   contributions.
b. How do you gauge or assess your contributions from the perspective of those served?

9)   Based on your knowledge of employees at Timberland before and after the City Year   partnership, how have they changed, if at all?
b.   For those who have not participated in service projects since the formalization of the collaboration, has there been parallel change?

10) What are the main values that are imparted through action among your followers that   are involved in regular service? These values can be spoken or unspoken, written   or unwritten.
b.   Do you think that these same values are imparted inside the larger Timberland   community? Please explain. If not, what do you see as the dominant values?

11) How would you depict or characterize your leadership of the City Year partnership? (i.e. style, practices, philosophy, etc.)

APPENDIX X -

12) From your perspective, what effect does this type of leadership have on the
      participants and environment of Timberland's role in the City Year
partnership?

13) How would you depict or characterize the leadership of the Timberland
      organization? (i.e. styles, practices, philosophy, etc.)

14) What do think the Timberland-City Year partnership does best? Please
explain.

15) How and what can the City Year partnership improve?

16) Do you believe that the model of a private/public partnership that you have led
can   be used in other businesses? Is it 'valid'? Why?

17) How has participation in City Year impacted the performance of the
      organization's business mission?

APPENDIX X .

The Timberland Corporation
Transformistic Organizations Case Study
Interview Questions:
Elise Klysa, Senior Manager, Social Enterprise

1)   Please define social enterprise.

2)   Where role does your group play in the organization?

3)   What stages have been the stages of transformation within the organization regarding Timberlands involvement with service?

4)   How does social enterprise fit in with the marketing strategies of the organization?

5)   Is there a conscious effort to bring themes from employees' service experience back into the workings of the organization?

6)   How is perception of social enterprise changed over time?

7)   How would you characterize the relationship between Timberland and City Year?

8)   How would you characterize the leadership at City Year versus that here at Timberland? (i.e. style, practices, philosophy)?

9)   What effect does this type of leadership have on the employees here at Timberland?

10)   What are the main values that are imparted through action most often among the various levels of employees at Timberland? Values can be spoken or unspoken, written or unwritten. Please rank them in order of 1-3.

11) How, if at all, does Timberland plan to continue social enterprise beyond City Year? Into what other areas?

APPENDIX VI.

The Timberland Corporation
Transformistic Organizations Case Study
Interview Questions:
Lisa Letizio, VP, Human Resources

1) Considering the continued development of Timberland's involvement in community service, How has this been incorporated into your vision and mission statements?

2) Has the relationship between Timberland and City Year transformed training and development programs for Timberland employees?

3) Has the CY partnership affected Timberland's hiring practices? Please explain.

4)   When screening job candidates, do you discuss the City Year partnership, and to what extent? Does the service component of the organization attract a certain type of individual to the corporation?

5)   Do you believe that Timberland is inclined to hire employees with greater interest in community service projects?

6)   Has their been internal resistance to Timberland's embracing of community service, in particular the City Year partnership? If so, how are these situations (these employees) dealt with?

7)   Has the CY initiative made a difference to Timberland overall? If so, what types of contributions has the partnership made to the company?

8)   Does the relationship permeate elements of the daily work of the organization? If so, what elements and how?

The Timberland Company
1998 Organizational Structure

```
                                    ┌──────────────────┐
                                    │  President, CEO  │
                                    └──────────────────┘
                                    ┌──────────────────┐
                                    │     EVP/COO      │
                                    └──────────────────┘
                                         ┌───────────────────────┐
                                         │  Executive Assistant  │
                                         └───────────────────────┘
```

CFO & SVP Finance	VP Retail	SVP Marketing/Licensing	VP Worldwide Supply Chain	VP Social Enterprise	SVP Footwear	VP, Managing Director Europe	VP Footwear Production	VP International Distribution
HR	Distribution	Licensing	Logistics		North American Wholesale Footwear	Spain	Caribbean Operations	
IS	Operations	Creative	Customer Operations		Women's Footwear	France	Sourcing	
Legal		Marketing Communications	Materials		Tech Services	Germany	Process	
Treasury	Factory Outlets	Corporate Communications			Performance & Boots	UK	Quality	
Apparel	Specialty Stores	Promotions			Men's Footwear	Italy	Taiwan/China	
Finance							Thailand	
UK								
Retail								
Corporate								
FW Mfg								
Apparel								
Marketing/Licensing								
Audit								
Distribution								
COO Europe								

Timberland ®

THE TIMBERLAND COMPANY
CORPORATE OVERVIEW

The Timberland Mission

Human history is the experience of individuals confronting the world around them.

Timberland participates in this process, not just through our products or through our brand, but through our belief that each individual can and must, make a difference in the way we experience life on this planet. As a team of diverse people motivated and strengthened by this belief, we can and will deliver world-class products and services to our customers and create value for shareholders around the world.

The Timberland boot stands for much more than the finest waterproof leather. It represents our call to action. Pull on your boots and make a difference. With your boots and your beliefs, you will be able to interact responsibly and comfortably within the natural and social environments that all human beings share.

When confronting the world around you, nothing can stop you.

Launch of the Brand: A Family Business Success

- 1952 -- Nathan Swartz bought a half interest in the Abington Shoe Company in Abington, Massachusetts, in the northeastern United States.

- 1955 -- Swartz bought the remaining interest and welcomed his sons into the company, manufacturing private label shoes for leading brand manufacturers for almost 10 years.

- 1965 --The Swartz family introduced injection-molding technology to the footwear industry. This revolutionary technology fused soles to leather uppers without stitching, producing the first truly waterproof boots and shoes.

- 1973 -- The Swartz family developed the "Timberland" brand name, manufacturing the world's first guaranteed waterproof leather boots and shoes.

- 1978 -- The Swartzes changed the name of the company to The Timberland Company.

- 1986 -- Nathan's son Sidney Swartz became sole proprietor of the family operation.

- 1991 -- Sidney's son Jeffrey Swartz -- previously serving as executive vice president; senior vice president of international; vice president of operations and manufacturing; general manager of international business; and director of operations -- became chief operating officer of Timberland.

APPENDIX IX.

Timberland Innovative Product Introductions

- 1973 -- Timberland created its first guaranteed waterproof boot under the Timberland® name.

- 1978 -- Timberland manufactured its first handsewn casual shoe.

- 1979 -- Timberland manufactured its first boat shoe.

- 1988 -- Timberland introduced its first collection of men's apparel. In this same year, the company developed the revolutionary Hydro-Tech™ self-draining boat shoe.

- 1989 -- Timberland introduced a lightweight hiking boot, featuring the Timberland Trail Grip™ (TMT) outsole, a rubber lug sole designed to provide maximum traction without harming the trail. In this same year, Timberland introduced its first performance marine apparel line.

- 1990 -- Timberland introduced women's apparel into the line. In 1990, the company also developed its first professional Mukluk boot, worn by official 1990 Iditarod Trail Sled Dog Race mushers (racers).

- 1991 -- Timberland introduced its exclusive waterproof leather outerwear and accessories.

- 1992 -- Timberland developed a line of high-technology boots, shoes, clothing and accessories available to the consumer.

- 1993 -- Timberland introduced its World Hiker Series of performance hiking gear in the United States, as well as an expanded line of performance marine gear. This same year, the company completely redesigned its women's casual sportswear line.

- 1994 -- Timberland debuted its new collection of waterproof nubuck and floodlight leather handbags and small leather goods for women. Other introductions included an expanded women's apparel and footwear selection, classic men's apparel and footwear offering, and new performance footwear designs.

- 1995 -- Timberland introduces Active Comfort Technology™ (ACT™), an exclusive climate control system for footwear and performance apparel.

- 1996 -- Timberland introduces boots and shoes for kids. Expands licensing agreements to include watches, legwear, daypacks and travel gear, gloves and leather care products.

- 1997 -- Timberland introduces apparel for kids. Expands licensing agreements to include leather goods such as belts.

Timberland International

- Timberland has made a tremendous impact on export markets, beginning with Italy in 1979.

- Timberland operating divisions are located in England, France, Spain, Italy, Austria and Germany, while distributors represent Timberland in Asia, South America, the Middle East, Africa and the rest of the world.

- Timberland's global export achievement won the company the President's "E" Award for Export Excellence in 1986, reflecting the company's dynamic position among United States businesses.

APPENDIX IX

Corporate Responsibility

City Year
- In partnership with City Year, the Boston-based youth "urban peace corps" and model for national youth service, Timberland has actively supported community service for the past six years.

Community Service
- To sustain the community in which it resides, Timberland developed a progressive corporate policy offering employees 40 hours of paid leave per year to perform community service.

Give Racism the Boot
- In 1992, Timberland launched its "Give Racism the Boot" awareness campaign supporting diversity and standing up against oppression internationally. The campaign ran in major newspapers throughout the U.S. and Europe and also on billboards in New York City.

CERES Principles
- In 1993, Timberland signed this set of environmental ethics, introduced by the Coalition for Environmentally Responsible Economies, which guide corporate conduct and enable corporate investors to make informed decisions on environmental issues.

Businesses for Social Responsibility
- In 1992, Timberland joined the Businesses for Social Responsibility, an organization dedicated to promoting the power of business to initiate social change.

Marketing Initiatives

- Since its first advertising campaign in 1976, The Timberland Company has received consistent accolades for its creative marketing efforts, including these awards in the United States: the Gold Effie for advertising excellence, Clio Awards for the best apparel advertising, One Show Awards, New York Art Directors, Archive International, the Athena Awards, the Andy Awards, "Advertiser of the Year" and Hatch Awards, *Communications Arts* magazine and *Print* annual.

- In broadcast media, Timberland introduced a new era in 1987 by becoming the first boot manufacturer to advertise on national television.

- In 1991, Timberland built on its broadcast savvy with a new television advertising campaign, airing in selected national markets throughout the fall. At the same time, the company launched an aggressive media relations effort.

- Also in 1991, Timberland introduced the premier issue of *Elements: Journal of Outdoor Experience*, the company's exclusive magazine. Written by renowned outdoor writers and edited by mountaineer John Harlin III, the biannual *Elements* is printed in four languages to reach outdoor enthusiasts in nine countries.

- In 1993, Timberland launched the most aggressive marketing campaign in its history, with an international integrated marketing effort, including television and print advertising, a 29-city public relations media tour, direct mail, promotions and special events. Leading the campaign are 60- and 30-second television advertising spots, which broke in September in the United States, Canada, the United Kingdom, and Germany.

- In 1994, Timberland launched its Model People print campaign, honoring individuals who pull on their boots and make a difference and defining the greatest force in nature as human nature.

For more information contact Nan White at Timberland (603) 772-9500.

Timberland

ENVIRONMENTAL RESPONSIBILITY

CERES Principles

In 1993, Timberland became a signatory to the CERES Principles, a set of ten environmental ethics introduced by the Coalition for Environmentally Responsible Economies. The Principles encourage approaches that prevent environmental degradation, assist corporations in setting policy, and enable investors to make informed decisions related to environmental issues. "We believe that committing to the CERES Principles is one of the most meaningful ways for Timberland to take action on continually improving our own environmental performance," said Timberland Chief Operating Officer Jeffrey B. Swartz. "It is also consistent with our philosophy that each individual and each organization must take action on their own initiative."

Timberland Recycling Program

The extensive Timberland recycling program is dedicated to returning reusable Timberland materials to the benefit of the community. This covers everything from left-over fleece fabric (provided for use in sleeping bags and coats for the homeless) to left-over leather scraps and materials for non-profit projects (Boston Children's Museum). Internally, Timberland recycles all paper, bottles and cans and uses these profits to help fund quarterly employee service events.

Green Lights Program

Timberland is a member of the Environmental Protection Agency's Green Lights Program, preventing air pollution in the office. Timberland signed the Memorandum of Under-standing in 1992. The company upgraded its corporate headquarters with energy-saving bulbs that help prevent air pollution.

Trail Restoration

Locally, Timberland supports Trailmasters, a program the revitalizes New Hampshire trails, while developing leadership among young adults. On the international level, Timberland has a commitment to the environmental sanctity of the Alps through its support of Alp Action. In fact, a seven kilometer trail in Switzerland's Lauterburnnental Valley was restored and inaugurated on August 31, 1994 as "The Timberland Trail." Restoration of this trail will actively contribute to renewal of farming activities in the region and make the trek safe for hikers.

-More-

APPENDIX X.
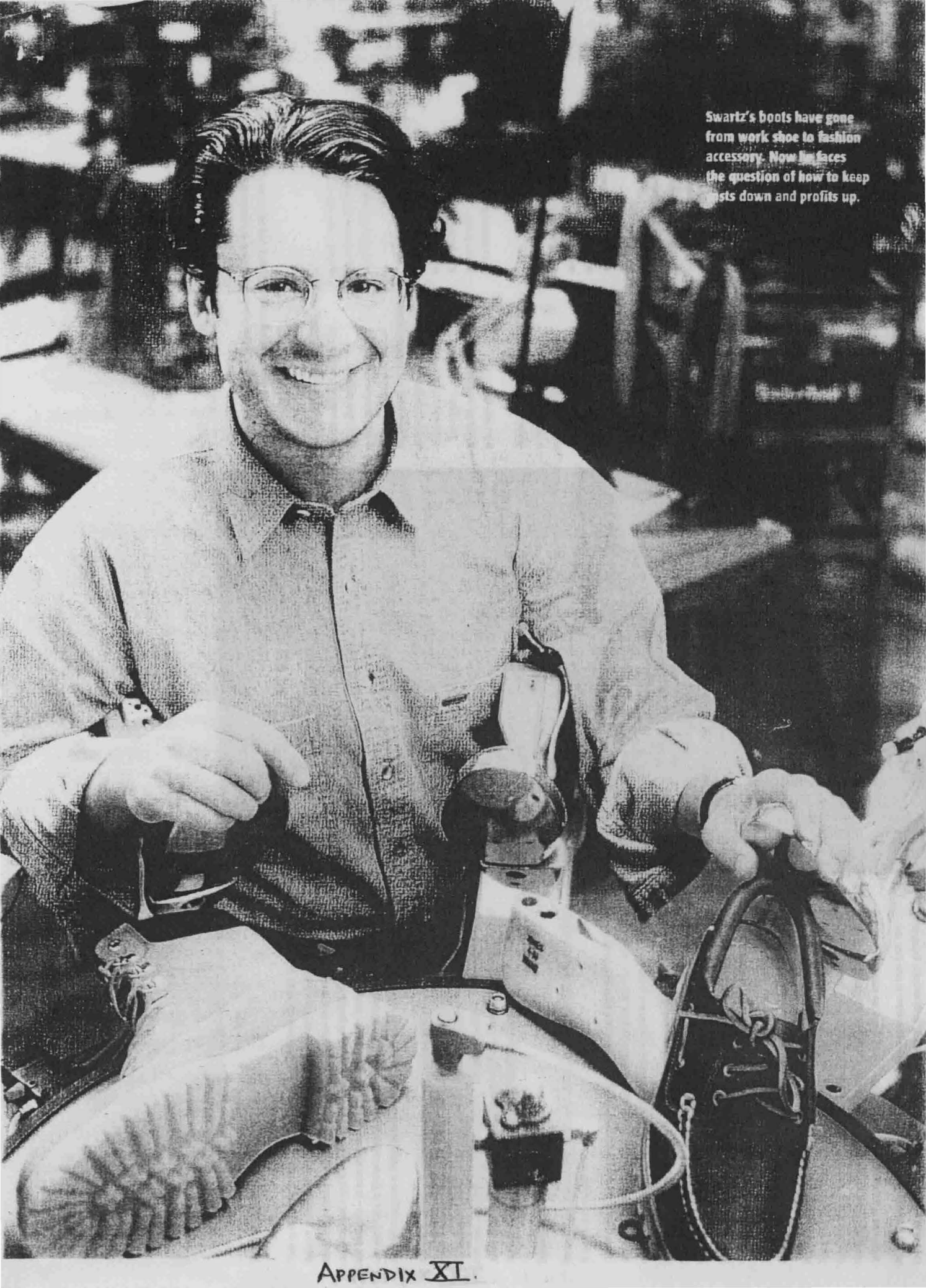
Swartz's boots have gone from work shoe to fashion accessory. Now he faces the question of how to keep costs down and profits up.

APPENDIX XI.

THE TIMBERLAND SUMMIT AWARD

There is no *one* encounter that fully describes what Timberland represents to its many different audiences. To understand Timberland is to understand the concept of Boot, Brand, Belief. Boot, Brand and Belief is Timberland. From our product care, to our denim shirts, to our yellow boot—you'll find the Timberland core attributes of quality, value, performance and durability—in each and every one. Just as these attributes apply to our products, we can apply them to Timberland employees as well. This is why we have designed our employee recognition program to revolve around the philosophy of Boot, Brand and Belief.

The Timberland Summit Award is presented on a quarterly basis to an individual or group. The winners are selected by the Timberland Summit committee from nominations provided by Timberland employees worldwide. The committee consists of eight to twelve Timberland employees representing a cross section of the Timberland population. For more information about the award or the committee, look for The Timberland Summit Award on cc:Mail bulletin board under Team Timberland or call HR Direct at extension 1100.

SUMMIT AWARD GUIDELINES

All Timberland employees are eligible to win The Timberland Summit Award and are eligible to submit a nomination.

The Timberland Summit Award program guidelines are available at the Boot, Brand, Belief display located in the employee lobby at corporate headquarters in Stratham, NH. Copies are also available on cc: mail bulletin board under Team Timberland and in Human Resources.

Typed nominations are preferred and can be forwarded to any member of The Timberland Summit Award committee or Human Resources. Award nominations must be received two weeks prior to the end of each quarter.

Nominations that are not selected for the award may be carried over for consideration in the next quarter. Carryovers will be decided by The Timberland Summit Award committee.

The Timberland Summit Award winner receives: an extra day of vacation, The Timberland Summit Award parking space, $250 gift certificate valid at the Company store and $250 in cash.

Individual nominations: One to three employees per quarter may be chosen to receive The Timberland Summit Award based on nominations received by the committee. Each winner will be eligible to receive a complete set of standard awards. Group nominations: If more than three employees are nominated on one nomination form and the nomination is selected, the dollar value of the standard prize package will be divided among the winners.

Awards will be presented each quarter, with four award presentations in total each year. Every effort will be made to make the award presentations at an all employee gathering.

Please help us to recognize an individual who has made a difference by describing to the Timberland Summit Award committee how the nominee has contributed in one or more of the following three areas.

"Think big—but implement well the day to day."

Every day we all have opportunities to add value at Timberland—from keeping a positive, "can-do" attitude, to making a measurable difference to the bottom line. From a simple act of kindness, to strategic, innovative thinking that will enhance the Timberland™ brand, we are faced with the daily challenge of growing, becoming leaders, initiating ideas into action. *Describe for the committee how the nominee has created value for the Company.*

"Create your own environment for success."

Our success as a company relies upon our ability to work as a team. From seeking powerful solutions to problems, to motivating others to a higher level of achievement, to leveraging diversity in ideas and values into "win-win" situations—these are all ways we help to contribute to the team. *Describe how the nominee has made the team work better.*

"Your commitment brings about the commitment of others."

Timberland offers many opportunities for employees to serve the community. Community service is a meeting ground that can help to build a more engaged, knowledgeable, inter-connected and idealistic society. From installing a playground at the local YMCA Camp, to organizing a charity event, to volunteering as a reading tutor, we each have a model of citizenship to uphold. *Describe how the nominee has inspired or led others to service through their own commitment to the community.*

As you seek to nominate an employee for The Timberland Summit Award, it is important to consider all the areas an employee can create value, and some of the qualities to look for when considering your nominee.

Provides Value to SHAREHOLDERS

- contributes to the bottom line
- conserves resources
- has innovative ideas
- creates ideas that save time and money
- streamlines processes and procedures
- initiates ideas into action

Provides Value to CUSTOMERS/CONSUMERS

- delivers excellent service to customers, co-workers, Timberland consumers, and vendors
- projects professionalism and integrity
- is informative
- is reliable
- has good follow-through
- builds partnerships
- is courteous
- is a believer in the Brand

Provides Value to Other EMPLOYEES

- is a team player
- is not afraid to be a leader
- is respectful of others
- is passionate about what they do
- helps bolster others' self-esteem
- takes time to teach others
- is an excellent communicator
- is flexible
- promotes positive attitude in work environment
- values diverse opinions

Provides Value to the COMMUNITY

- utilizes community service time
- is socially and environmentally conscious
- is respectful of all communities
- participates in Company events
- works cross-functionally to bring about positive results at Timberland

"The summit may be the top of a mountain, but remember, every mountain is a different height. Individual contributions are measured in the same way. You don't have to scale Kilimanjaro to make a difference."

Summary of the
Community Service Project Evaluation Report
Immokalee, FL Sales Meeting Project
January 6, 1998

1. Was your project well organized? Rate 1- 5, If not why not.

   (1= did not meet, 5= definitely met)

1   2   3   4   5   *AVERAGE: 4.6*

One of the most organized projects I've worked on.

Non-defined work flow.

Not enough equipment. (I)

Yes, but the woman determining clothing to be kept vs. Sent to Goodwill wasn't very consistent in her decision process.

2. Did the day meet your expectations? Rate on a scale of 1 - 5. Please explain.

   (1= did not meet, 5= definitely met)

1   2   3   4   5   *AVERAGE:4.68*

Fun and rewarding. (I)

I enjoyed working with the kids the most when it was just me with 4 children doing homework at a table.

It did, however, I personally felt a little incomplete when I left. I wanted to do more.

It was good that we actually worked with them on something they do regularly.

It was great to serve, however, I was involved in the "sorting" project and was hoping to work physically outdoors.

I did not realize how overwhelming the experience would be.

Needed to be outdoors; tired of sitting.

Really wanted to help, got to see results.

Cannot describe how terrific.

Good team work; rewarding.

The facility we worked at was already in very good shape with the exception of needing a playground.

I worked as a team with people I did not know very well and completed the project.

Fantastic experience, amazed at enthusiasm from the company!

Helped me to keep "centered".

It was a great opportunity for us all to band together and work hard to make Immokalee a better place for those that are less fortunate than ourselves.

I expected more interaction with the people we were helping.

It exceeded my expectations!

3. Did you learn or do anything today you've never done before. Please explain.

1

I learned how to site a house.

Paint, work with a large group.

I've taught school so it was familiar territory.

Yes, to build a playground. (I)

Learned to shingle a roof (III).

I've never seen government donated food and the quantities were HUGE and very rigidly organized on shelves.

I have tutored and worked with kids before so it just enforced what I had learned.

Siding. (IIIIII)

I never made time to work at a school for under privileged children. They taught me patience and understanding.

Yes, that we are all humans.

Work with arts and crafts.

Manual labor.

Working with City Year was an excellent experience.

How to make picnic benches. (II)

The workers vs. The socializers.

I've never participated in building a house. The team work we had was great!

Yes, how to drive a nail in straight.

This was my first community service project. I learned a bunch!

I've never seen or been to such a culturally diverse community, or in need of so many things, but so warm-hearted and sincere.

Yes, finding a medium for three people's perspectives and made it work quite well.

Yes, that I can paint creatively.

Learned about what an organization like Habitat for Humanity actually did- not from paper, but in person.

To make cement.

I have never helped kids with their homework.

Long time since I've done jumping jacks!

To build tables.

People of different cultures can work together with humor.

Work with a large group and enjoy each other.

Aspire to be half the person that each of these people are that run these centers.

4. What inspired you most about the day?

I had a terrific time and the people at the Guadalupe Center could not have been nicer and more appreciative.

Working w/ others that I don't usually get to work with.

The drive through the neighborhood and knowing that the efforts of the day would have a direct impact on the quality of life.

2

What I learned about working with my fellow employees. (II)

How "Beautiful" the people we visited were in the hearts and souls!

Playing with the kids.

The smiles on the kids' faces as they looked out their classroom windows.

The children, knowing that they will be excited about what we have done here. (II)

That there were so many of us from Timberland, each task- forced to several projects that were going on simultaneously for the good of others. To have done this in the middle of a sales meeting was genius.

Working for a good cause (I); the kids. (I)

Finishing the job.

How the kids seemed so giving.

Working with the people who work there everyday- very funny and with a great nature. (II)

Working with the kids and seeing how enthusiastic they reacted. (II)

The kids. (IIIIIIIIIII)

Getting the job done. (IIII)

How the kids wanted to learn and how they loved the attention.

Team work and accomplishment. (III)

The opportunity to excite the kids about school and using their minds creatively.

How much love the kids had to give to their new Big Buddies. (I)

Team work (IIIIIII)

The reaction of the children and their emotion. (I)

The love of the children; the attachments they made with us. (II)

Accomplishing a task with friends.

Sense of contribution.

Helping others less fortunate. (II)

Learning a new skill.

Knowing that we were appreciated. (I)

Working as a team to fulfill a goal for others.

Barriers lowered, hence total team dedication.

To see the power of good will.

5. What did you find most challenging?

Cutting angles

Working with children who spoke broken English.

Trying to accomplish tasks with tools on hand.

Working in the sun and heat. (IIIIII)

Not enough time. (IIII)

Threat of rain.

Keeping up with the local volunteer's energy.

I worked with the children so it wasn't necessarily challenging, but it was quite a shock to see how quickly and completely the kids grabbed and held onto all of us.

The directions.

Playing with the kids and then leaving. (II)

The holes.

Balancing on the roof. (I)

Helping the kids with their homework.

Keeping the kid's attention.

Getting the 3rd graders to do their homework.

Finding things to do.

Being on the roof for 4 hours.

It was physically challenging.

The work. (II)

The heat in the buildings.

Very enthusiastic children- equally dividing time with each.

Could have had even more projects.

Playground assignments not clear or thought out.

Learning the skills of the job.

Hammer skills.

Seeing how different our worlds are.

Channeling three people's very different ideas.

Getting started. (II)

The people at the clothing and food pantry weren't very organized and I think a bit overwhelmed by all the extra help.

The supplies.

Organization. (I)

Picking one activity.

Working with the kids and trying to balance the emotional pull with real work.

Sorting the many cases of donated clothing.

Doing work that I normally don't do.

Having to wait until mid day before we got started. I'd prefer to start early morning.

6. **Did you gain a greater appreciation of City Year and Timberland's sponsorship of this organization? Rate and explain:**

    (1= low appreciation, 5= high appreciation)

1   2   3   4   5   *AVERAGE: 4.647*

The City Year reps were hard working and great examples.

APPENDIX XIII.

I've never questioned our sponsorship of City Year. In fact, I'm very proud of it!

Doing important work that would not otherwise be done.

There were not many City Year people here.

Yes, and this happens each time I am involved in a City Year effort.

Very energetic and genuine people.

I have worked with City Year in Cleveland and admire their hard work and energy.

One day helped so much, you must love what you do.

What a great program.

Would have liked more interaction with a greater number of City Year people.

I think it would have been good to hear a little more about City Year- a lot of people here don't have a chapter in their town.

Company attitude is premium for true, sincere community effort. (I like it here)

Yes, I see the need to do more.

7. Name a Top Ten Reason for doing community service:

Peace (I)

Love.

Contributing to Timberland's profile and strategic objectives by making a difference.

The smiles on the children's faces as they waited for their new playground to be completed.

Being able to help make a community improvement! (II)

A great example for today's youth.

Makes me feel good to know that I am giving back to the community. (II)

Because I can. I'm able. (II)

Help those less fortunate. (IIIIIIII)

It's rewarding and makes an important difference by helping others and setting the example.

Puts things in perspective. (II)

Interaction with people in a different community. Great to work with people of all levels within Timberland.

It feels good. (IIII)

Because it is needed. (III)

Seeing children's eyes light up with joy.

Builds teamwork. (II)

Sense of accomplishment. (I)

To teach children that it is good to help each other and others less fortunate.

Extremely gratifying and really put things in perspective.

Giving back to the community what I take for granted everyday.

Helping others be able to enjoy life. (I)

To give something back.

APPENDIX XIII.

5