

GREYSTON BAKERY



In 1982 Bernie Glassman and his wife started Greyston Bakery in New York City, a company that illustrates a SET approach to the four management functions. Today the bakery, located on the Hudson River, is famous for the 35,000 pounds of brownies it produces daily, made with fair-trade ingredients, most of which end up in Ben & Jerry's ice cream or sold at Whole Foods. First, in terms of *planning*, the mission of Greyston is reflected in its motto: "We don't hire people to bake brownies; we bake brownies to hire people." Greyston hires chronically underemployed people, such as ex-convicts and homeless people, using what it calls an Open Hiring process, where people apply for jobs by adding their names and contact information to a waiting list, and are offered a job when it's their turn. No resumes or references are required. In this way, over the years Greyston has created over 3,500 jobs that pay a living wage. Greyston currently employs over 150 full-time workers.

Second, in terms of *organizing* its resources, all the profits from the bakery go to the Greyston Foundation, a non-profit organization that invests in the local community. Greyston has created space for community gardens, a learning center for children, environmental education programs, and workforce development programs that provide skills training and job placement service for youth aged 18-24.

Third, in terms of *leading*, Glassman's approach is based on two core principles: (1) life is intrinsically interdependent, which means that all businesses should help meet the needs of the whole community and the whole person; and (2) change is constant, which gives rise to seeing business as a path where one never arrives, a journey where managers value innovation, agility, and growth. For example, new hires at Greyston enter a ten-month apprenticeship process where they learn to grow as employees and as persons. In addition to the benefits this provides to participants, Greyston estimates it saves local taxpayers over \$2 million per year in recidivism costs alone.

Fourth, with regard to *controlling*, in 2014 Greyston became the first company in New York to register as a Benefit Corporation, a new legal status now available in most U.S. states that enables firms to place socio-ecological well-being ahead of maximizing profits. As a B Corp, Greyston uses services provided by a non-profit organization called "B Lab" to monitor, measure, and certify its financial, social and ecological performance.