THE BRYTEMOORE NOTES

Insights and ideas from conversations with leaders

A brief note on what you're about to read.

The document you're about to read is a press kit. It's offered as a much-shortened version of the full journal and is intended to give you a small sampling of the original artifact.

The complete version of the Brytemoore Notes is a limited-run print journal for leaders—each copy was given either over coffee or with a handwritten note to a specific leader. Everyone receiving this first edition was asked to read, enjoy, and (having found one thing they loved about it) give their copy to another leader whom they respect and want to have a conversation with. There is no digital footprint of the complete publication.

We recognize that that's a rare and somewhat counter-intuitive thing in this content-hungry world, but it's intentional. It's part of what makes it so special to receive a copy of the Brytemoore Notes from us or another leader you respect. All this is just meant to let you know that the dynamic you'll experience with this digital press kit is different than the one you would with the physical edition. We still think you'll appreciate the conversations in here.

So, soak it up. Share it around. And if you have questions or want more information, feel free to reach out. We'd love to hear from you.

THE BRYTEMOORE GROUP

The Brytemoore Group is a consultancy that works with leaders on the most difficult challenges of building meaningful brands.

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About the magazine.

In our work, we spend time with inspired and inspiring leaders, each of whom is trying to have a lasting impact on the world around them. If you're holding a copy of this magazine, chances are you fit that description. Chances are, too, that you appreciate candid discussions and practical observations.

On the pages that follow, we offer a glimpse into a series of compelling conversations we've had over the past two years with smart, mindful leaders about two important and complex problems. Our hope is that we'll convey the insight and sense of potential that come out of the meaningful talks with peers we all take so much from, but rarely find time to have.

The idea for this magazine is straightforward, if not simple to pull off. For each article, we choose a difficult question, the kind of substantial question that doesn't usually get asked, and sit down with a small set of respected leaders for fireside chats—back-and-forths in which we challenge them and they challenge us. We begin with research and an opening question, and then we go where the conversation takes us. Sometimes the talks are expansive, covering enormous ground. Sometimes they're quite narrowly focused on a specific idea that captures us. But they're always fascinating.

Afterward, we look back and ask ourselves a straightforward set of questions: What did we hear? What did we learn? What did we keep coming back to in the days and weeks that followed? What seems meaningful? And then we share that with you.

In a world that often bends toward the cynical and the cursory, these discussions—and our reflections on them afterward—have reinforced for us the powerful nuance of story, the importance of experience, and the disproportionate impact we see when individuals, organizations, and societies go beyond words to demonstrate their beliefs.

We enjoyed creating these notes with this group of leaders. It's changed how we think and what we believe. We hope you'll find something in it that inspires you and starts new conversations.

David Garrison

Managing Partner
The Brytemoore Group

Hi.

A NOTE FROM

Paul Levitz

Comic Book Writer, Editor, and Former President
DC Comics

Stop. Interrupt the day's ceaseless activity and take a minute to reflect, not on one of the many items on the list of matters to be resolved, but on questions subtler, less likely to ever find neat resolution. We rarely have the opportunity for such leisurely consideration while serving in impactful positions in our 24/7 connected world, and still more rarely create those opportunities for ourselves. But this would be a good moment to do so.

Play. Not a casual video game, or even a round of three-dimensional chess. Toss around complex concepts with fascinating people, whose world views and experiences are as deep as yours, yet completely different. Think about it as if you were invited to a salon, with the opportunity to chat with wise people as diverse as a prince and a priest, a crusader and a corporate leader, an educator and entrepreneur. All talking about big, compelling ideas and how they affect their work.

Fast forward. The power of great writing is in sharing thoughts at a speed that mimics the snatches of conversation you might overhear in the salon, slowing down as needed to offer detail, then speeding up again to move to the next nugget of knowledge. Take in a taste, savor it and consider its possibilities, and move on to the next.

Pause. We too rarely seize moments like this, or benefit from them as much as we could. Brytemoore understands that, from long work with the most demanding and effective leaders in our society, and offers this volume as a modest incentive. Something to tempt you into taking time to think in ways that perhaps you rarely are able to make room for or have been invited to enjoy.

And now, press on. Conversation, consideration, and concepts await. It's time to be contemplative—at least until the next fire burns.

Paul Levitz

Leaders in this issue.

Tom Andrews

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Crown Prince
Princely State of Jaisalmer

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The rise of empathy

10 observations on developing and deploying empathy at scale

Open any magazine, turn on any news network, unfurl any paper of record, and you're sure to see it: Empathy is on the rise. And at a practical level, that's something to be grateful for—from the Phluid Project, New York City's first "gender-free" retail experience, to Starbucks' nationwide, store-closing racial sensitivity training in the wake of a discrimination scandal, there's a palpable sense of urgency as leaders explore how to build and direct empathetic organizations capable of understanding, serving, and responding to a rapidly changing world.

These attempts to foster structural empathy aren't easy. In fact, as many leaders tell it, empathy simultaneously evades and rivets them. Though it's an incredibly popular concept in the self-improvement arena, there's a dramatic difference between learning to be empathetic as an individual and building an empathetic capability as an organization. Part of the challenge is that there's no single roadmap or lightning strike for leaders to pursue. And even those who are committed to empathy can mistake CSR efforts, quick adjustments to recruiting tactics, and feel-good PR campaigns for a true empathy practice.

Organizational empathy, it turns out, is far more than this. Though it does require individual action, empathy at scale is an operating model—the constant, continued, and deliberate challenging of a group's existing views through experience in order to make better, more informed decisions. But it also represents a personal journey for leaders, one on which every organization—like every person—travels a different path. For some, the reasons for empathy are about motivating change. For some, they have to do with improving the strength, depth, and breadth of our relationships and networks. For others, the reasons have to do with making more informed decisions. Regardless of how you arrive at the need for empathy, it's a deeply human undertaking to scale it across an or-

Empathy at scale is an operating model, a shared belief in and approach to challenging the way we do things.

ganization—work to which we each bring our own experiences, beliefs, and needs.

That work seems exceedingly worthwhile, though, judging by how often empathy, its impact, and the practice of it come up in our conversations with leaders.

Which led us to wonder: What would we find if we explored in depth this elusive notion of empathy at scale that many respected thinkers hold up as transformational? So we reached out to those we thought would know empathy best— leaders involved in applying the concept in government, religion, royalty, leadership education, and both the non-profit and for-profit worlds. We wanted to understand the realities of an "empathetic organization." How do leaders envision empathy at scale? Why does it matter? What practical levers do they pull as they bring their vision to life? What operational hurdles surface along the way? And how do they build a sense of momentum behind empathy?

What we found was a set of thoughtful people profoundly invested in practicing empathy. They were committed to challenging their organizations' existing beliefs, choices, and activities by consistently fostering experiences and interactions with an ever-changing "Other." And they did this not just occasionally or based on intuition, but as a strategic approach with tangible effect on operations, brand, and outcomes.

Lisa Danzig was responsible for institutionalizing empathy for some 2 million civilian employees of the U.S. government under President Barack Obama. The family of Crown Prince Yuvraj Chaitanya Raj Singh Bhati of Jaisalmer in Rajasthan, a state in western India, knocked on villagers' doors to personally encourage them to send children to the first all-girls' school in the region, hoping to raise awareness and historic support for the education of young women. Chuck Robertson, informally known as the secretary of state of

the Episcopal Church, made such a meaningful statement—with a single 8x10 photograph—that most of us would be lucky to duplicate it with a whole social media team. And the company where Tony MacDonald is CFO, the nonprofit "impact sourcing" firm Samasource, is living proof that strategic empathy can be an effective and deeply meaningful operating model.

The list goes on. It's been two years of fascinating talks, and it's yielded a playbook for empathy that captures both the complexity that leaders face in growing empathetic organizations and the striking insights that surface for them in the process.

On the pages that follow, we'll share what leaders said, from early considerations in defining empathy, to the tactical language and tools that advance it, to their personal experiences in being vulnerable in empathy's service. This won't be a guide to individual empathy—there are plenty of those already—nor an argument for being an empathetic organization in the first place. (That

ultimately turns on priorities, and it's hard to find many organizations these days who'd argue for being actively *un*empathetic.) What we've distilled here we hope lays the groundwork for you to contemplate your own organization's potential—and for us all to continue having conversations that resonate; with those whose perspectives are unique and deeply studied; on subjects that have the power to shape the people, institutions, and societies around us.

The rise of empathy

Empathy is good—and not just for doing good.

All the leaders we spoke with, however diverse their views and passionate their feelings about empathy, eventually came around to the same aside: Empathy alone is not the goal; it's a tool to help you accomplish your goals.

Most people hear a call for greater "empathy" at a company and think immediately of arguments for being good or kind—hence the market's focus on volunteer programs, social causes, and hiring "nice" or "good" people. And there's certainly value in that if you want to be seen as the sort of organization that behaves in the public interest and that values social impact—something most of us would welcome. But do you also want better new hires? Higher customer service ratings? Improved product performance and service innovations? Or a less volatile top line? Empathy is an equally effective means to those ends.

For the leaders we consulted, more than altruism or even social good, building an empathetic organization is actually about nurturing a rare, valuable, and generally uncomfortable capability: the desire and capacity to continuously challenge the way we operate. At core, empathy served for them as an immensely useful tool for reflecting on closely held beliefs and behaviors. Done regularly and with intent, that forms the basis of a continuous practice of identifying and acting on opportunities to improve. In this view, empathy is a strategic and differentiating way to challenge an entire organization through new kinds of experience. And understanding how to construct the kinds of experiences that cause us to feel and rethink has a significant effect on a range of metrics.

Empathy is most worthwhile, they suggested, because of its largely untapped potential as an operating model.

This approach isn't about the specific insight that comes from you or me doing empathy once dramatically—or even lots of times. It's about encouraging a pervasive, generous curiosity where all of us get good at the process of questioning.

In the end, this strategic curiosity gives us confidence not only that we're making better, more informed choices, but also that we're asking better and better questions, seeing new kinds of opportunity, refining how we develop strategy, and improving how we operate. And that's especially valuable to organizations: When empathy is ingrained—in every function, department, product, and program—a company is more responsive, more inclined toward change, and more likely to reap the benefits of that change.

Consider the CAPROCK Group, a forward-thinking and highly respected impact investing firm. Because of the range of its client profiles, says Managing Director Matthew Weatherley-White, "our service must have deep, deep empathy for us to be successful. We reject the notion of model portfolios. We reject the notion of achieving market returns. Instead, we spend a lot of time with clients, understanding their fears and concerns and desires. And we try to articulate that in a vision statement. So it ends up being a very empathetic process to serve our clients.

"That's a big differentiator because most firms have model portfolios, and they'll have some notion of an efficient frontier that they're going to benchmark performance against. We reject both of those. Portfolios must map to the client, not to the market. That's part of the reason we've been able to chart such rapid growth—people really respond to that. It's an intensely hu-

Empathy pushes us into the uncomfortable domain of opening to new experience and ideas.∎

Rob Fersh
President & Founder
Convergence Center for Policy Resolution

man approach to what has become an existentially dehumanizing process to invest one's capital."

That's organizational empathy as an operating model to match a portfolio strategy. But did CAPROCK do it because empathy's a natural fit for impact investing? Not at all, says Weatherley-White: "I presented impact investing to my partners a while ago,

ness will become an accepted norm over the next decade.

That's a big statement. And it's tempting to think it's overblown. But Weatherley-White is quick to remind us of the role empathy has already played in shaping industry over the course of history. "Markets and capitalism is an evolutionary animal," he says. "We tend to forget that and think

being good; it's about getting better. And that applies everywhere, from the products you make to the people you hire. "No single action is more interconnected with building trust [in a business] than 'treating employees well,'" says Edelman's chief client strategy officer Ben Boyd in a report on the company's 2017 Trust Barometer findings. "And yet what that action entails today is far more complex than good pay and benefits. It goes beyond surveying employees about engagement. Rather, the best companies are deeply listening and strategically integrating those insights to help shape the future of their business."

In the coming pages, we'll hear much more from leaders on how to achieve that deep listening and strategic integration. And here's something to consider as you reflect: When it comes to empathy, the leader's role is to make empathy meaningful in terms of other values. It's true that empathy may have value in and of itself—though it must be said there are at least a few notable voices still debating that point at the level of the individual, as evidenced by *Against Empathy: The Case for Rational Compassion*, the 2016 book by Yale University psychology professor Paul Bloom. But the best argument for empathy in the organizational context remains an operational one, so approach your empathetic practice with that in mind. Think about defining a set of goals that empathy can bring about—goals focused on your organization's operating mindset, its readiness for change, and how it collects and integrates new kinds of information. And then read on.

"The best companies are deeply listening and strategically integrating those insights to help shape the future of their business."

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saying this was going to be a really important component of the overall capital markets at some point and we should invest resources to be experts in it. But they actually did it purely as an investment decision early on; there was no concept of it being about whether we should be more empathetic."

In short, for CAPROCK, empathy is just good business. And research shows that's true elsewhere: A Kantor Millward Brown study on brand value suggests significant opportunity to grow revenue and strengthen brand performance when companies improve or over-index in demonstrating a meaningful connection with consumers across cultures. There are also benefits to being seen, from the outside, as generally empathetic. The rise of B Corporations like CAPROCK—for-profit companies certified by the nonprofit B Lab "to meet rigorous standards of social and environmental performance, accountability, and transparency"—and the increasing focus on patronizing, purchasing from, and working for companies that align with one's values all suggest empathy as a way of doing busi-

of it as static. But it's not too long ago that we thought child labor was acceptable and that slavery was a cost-effective way to think about inputs."

What enables this kind of change? A lot of things. But essentially, over time, dramatic and visceral experiences helped people revisit why and how they did things, causing shifts in belief and eventually new kinds of behavior.

That's why leaders encouraging empathy is critical: Deliberate empathy first creates experience and feeling, which makes us rethink. Continuous empathy is more powerful still, because it becomes a habit—it makes us more open to rethinking.

"The evolutionary force of the markets is a wheel that's turning in favor of this conversation around empathy," says Weatherley-White. "At some point in the future, I believe it will be unacceptable, just as it is unacceptable to use child labor, to operate a company with disregard for the consequences—environmental, social, or network—of the business's operations."

Ultimately, empathy isn't only about

"Women's March, New York City, 2016"

5 leadership considerations.

In our conversation with *Superbosses* author Syd Finkelstein, he proposed five interrelated topics for leaders to consider in building an empathetic organization: strategy, structure, process, people, and motivation. Expanding on Finkelstein's list, here are some starter questions that might fit under each. These will get you thinking about the operational challenges that are likely to emerge early on—and help you craft your own questions.

Strategy

How do we define empathy for ourselves in a way that's credible, differentiated, meaningful, and achievable?

What does empathy at scale look like in our organization? And what is it helping us achieve?

How is empathy perceived and practiced around us? Are there important comparators we need to consider as we outline our strategy?

Are there interactions or settings where empathy is likely to be more meaningful or valuable than others?

What emerging market patterns are likely to help or hinder our specific brand of empathy?

How will specific stakeholders be affected by increased empathy in our operations?

Structure

Do we have structures in place that will not only foster empathy, but challenge us to improve our practice of it?

What brand or operational assets are going to influence how empathy works for us?

What aspects of our organization must we adjust to make way for new kinds of interactions, to recognize empathy when it happens, and to actually be more empathetic?

As we improve at empathy, what aspects of our organization must we retain or strengthen?

Process

In every organization, there are established constraints and ways of doing things. How do our processes, approaches, and requirements foster empathy?

What strategic and operational processes does empathy need to be integrated into to succeed?

What are the processes (e.g., sequence of communications), approaches (e.g., strategic planning or accounting), and requirements (e.g., regulations) that are likely to disproportionately enhance or inhibit empathy?

How might we build an early sense of momentum—even acceleration—around empathy?

People

Do we have the right talent, skills, knowledge, and resources to be empathetic?

What groups or individuals are already demonstrating empathy—and what can we do to understand them, the ways they're different, and what's meaningful to them?

In our greatest moments as an organization, what role does empathy play? Are there cultural gaps that stop us from being consistently empathetic?

Are there specific shared skills, mindsets, or resources we need to develop or encourage?

Motivation

Do we give people reason, opportunity, and incentive to be empathetic?

How do we reward empathy and deter non-empathy? Is there a difference between what we do formally and informally?

How might we better demonstrate to people that we value the results and the process of empathy?

What about the stories we tell around empathy is especially resonant?

How might we use culture levers (e.g., pride-builders) to install empathy as an operating mindset or to foster discussions?

THE BURNING QUESTION IN...
higher education.

Fireside talks with 8 very different leaders on their field's most pressing issues

Like many issues that have deep and long influence on our society—debates that seem to stand at the very heart of how we see ourselves—higher education affects all of us. It's a perennial concern for many. But it's also a problem that's so big it can seem almost impossible to grasp, let alone tackle.

So over the past two years, we've asked a set of thought leaders—people who've challenged their organizations and the world around them to think in new ways about education—to step back and tell us what they feel the field's burning question
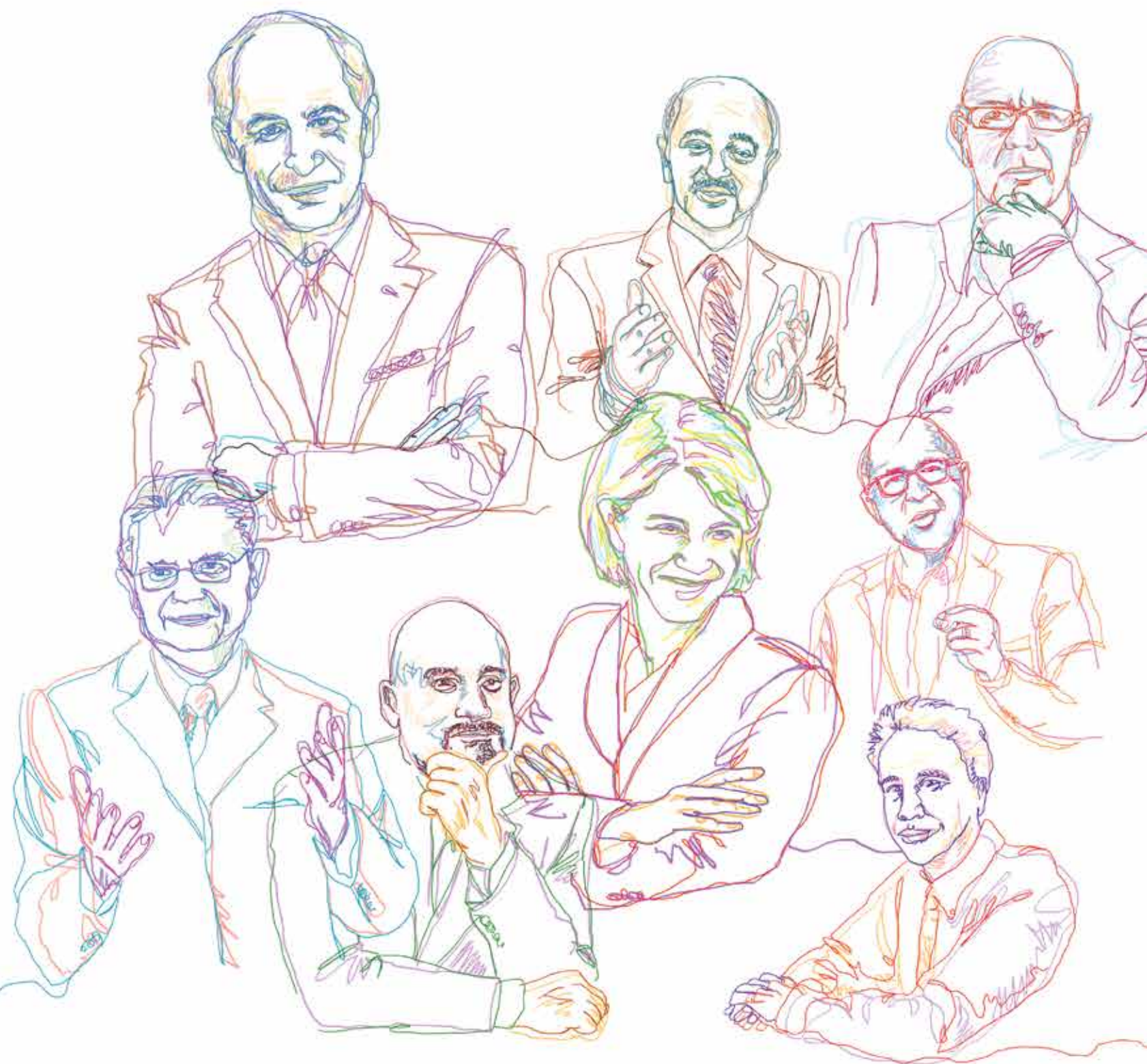
If people don't either love or hate your work, you just haven't done all that much.

Tinker Hatfield
Abstract: The Art of Design

is. And it's led to some captivating conversations: Liz Willen shook her head at the stubborn lack of diversity at even public institutions. Roland Siegers stressed the increasingly international nature of high-quality higher ed. And as far as Roger Martin's concerned, business education—one of higher education's true success stories over the last century—is all but doomed in this one.

Higher education affects all of us. It's a perennial concern.

And yet, what stood out to us most as we listened was the incredible transformation education's undergoing. Technology is changing everything from the way students learn to how we measure who they are, while financial pressures deepen the divides between students and drive decision-making for administrators. And the competition for candidates, partners, and prestige grows more global every day.

This is a pivotal moment for higher education—a moment, potentially, of possibility. And the people in the pages that follow see it better than anyone.

John Williams

President
Muhlenberg College

A longtime entrepreneur and veteran of such marquee names as American Express and Bain & Company, John Williams came from outside academia to helm a small liberal arts college in the wilds of Pennsylvania. And his unorthodox background has been an asset. With big-business roots and a consultant's perspective, Williams is reimagining Muhlenberg as a network built for *all* constituents—and confronting head-on the operational realities of bringing that vision to life.

There's increasingly an argument for not staying within the lines of our disciplines.

Q: **What's the burning question facing higher education today?**

We have an urgent need to help students achieve the outcomes *they* want. Traditionally, colleges have focused on content and creating environments to teach substance, as well as crafting a coming-of-age experience that helps students to understand and define themselves. But what that means on a practical level is evolving, and the evolution isn't always linear—we're now required to understand and support a widening range of outcomes that students are interested in.

Our operations need to change in order to do that. We often think of our role predominantly in terms of the results that come at the end of a four-year program. More and more, though, we're seeing that great results happen because of the relationships and activities that happen around and beyond campus.

That's not to say that the educational foundations we've refined over time are

going away. Some things will remain as valuable as they ever were—intellectual pursuits like natural sciences, social sciences, humanities. And although the specifics may change, there will continue to be career-based skills we need to be able to teach for students to succeed in our times—think of the evolving dynamic of healthcare, legal, science, and tech-oriented careers.

But there's increasingly an argument for not staying within the lines of our disciplines. We need to work backward from the kinds of great outcomes students are looking for and craft the experiences that enable students to realize them.

On the "network paradigm"...

At Muhlenberg, I've focused on what I call a "network paradigm", which shifts the balance of our strategy beyond the faculty-student relationship of a "service paradigm" by recognizing that every constit-

uent—students, faculty, parents, alumni, staff—is part of a broader global network.

This new paradigm sees our greatest service in activating any two nodes of the school's network. It's not just content—it's also context and community that matter. Practically speaking, that means strategies involve not only the creation of outstanding curricula, but also guidance and opportunity creation. And our role as an institution becomes one of benevolent designer of an environment in which people have productive and rewarding interactions with each other.

At West Point, this was called the "Long Gray Line": The interconnected progression from prospective students to freshmen to seniors to alumni to the old guard. Value is passed not just between faculty and students during the four years they're in college, but between any two players on that line. With technology and platforms today, that's a more realistic vision than ever. There are so many people in their 50s, 60s, and beyond who can contribute

more—who *want* to contribute—but simply aren't engaged. This is an opportunity the likes of which we've never seen.

On cost...

We can't ignore the question of cost. We can't just rely on the faculty, staff, and others we have to pay to do this work. But the beauty of higher education is that there are legions of alums and parents who are invested in contributing their energies and expertise without monetary compensation. For example, we have parents and alums who are expert faculty at other colleges. And yet, we have no tradition of seeing those parents as potential colleagues, advisors, or collaborators with existing faculty. Wouldn't that be a great resource for them and for us?

Who What Where When Why How Matters.

On maintaining intimacy and personalization at scale…

We need to focus on shaping experience, perceptions, and outcomes from the perspective of the recipient of value.

When Hubble made the fantastic discovery that the universe is expanding, what it concluded is that it's expanding everywhere. So if you're on Earth, everything looks like it's moving away from you. But if you're on Alpha Centauri, everything looks like it's moving away from you there as well.

That's how we think about the network paradigm here at Muhlenberg: Every member of the network is at the center of their experience of the expanding Muhlenberg brand. And they have the opportunity to reach out to other members of the network in a way that's centered on them.

So yes, we're increasing opportunities for engagement. But it's always at a level of intimacy and scale that's right for the person doing the interacting. Our job isn't to control relationships, but to create systems and tools that help facilitate great interactions and to become known as a place that fosters engagement.

"In the same way that Steve Jobs said that Apple was successful—not just because of its exceptional engineering, but also its humanistic understanding of what works for people—so too does higher ed need to deeply understand what supports people in getting where they want to go."

On increasing value…

I'm looking to catalyze interactions in new and different ways. For example, most colleges reach out to alumni based on class year—so I get communications that identify me as a member of some class, encouraging me to come back to a reunion—or based on geography, engaging me through the events of a city club. Those are time and space dimensions.

But increasingly, what's going on in the world isn't related to either of these. It's based on passions. So—if I were a Trekkie, say, I'd be very interested in going to a *Star Trek* convention, and I'd find *Star*

Trek fans there who are 14 years old and 94 years old. I'd find people across all time dimensions. And I'd find people from Alaska, Maine, Florida, all points in between, and globally.

What if, then, rather than inviting class alums to a reunion, we consider inviting all the people involved in healthcare, life sciences, English, football, or Greek life to a passion-based reunion?

If you commit to activating a network, it drives you to re-conceptualize the dimensions along which you think about your constituencies. It suggests interesting ways to engage alumni and parents around passions, aligned with student needs. Space and time collapse—because passion trumps space and time.

"You want to take a cut of all the data about a given individual who's moved through different relationship phases with us?

God help you."

It may be that the way we transform education is to embrace methodologies and frameworks that are not native to it, but that are very familiar— and very successful—in other walks of life.

On enabling transformation...

Transformation happens where people are willing to invest in risk-taking, like hiring someone like me to come in with a non-traditional perspective. But that also involves putting in place the systems and talent that enable us to lead change.

For example, Muhlenberg is replacing its student information system with an ERP system that's designed around the idea of common data to keep track of individuals as they move through different kinds of relationships with us—from prospective student recruiting to enrollment and beyond. Why? Because, even when the separate-system approach we have now is done well, there are built-in impediments to insights and sharing. We simply can't do what we need to do with our current different systems and silos of data.

So the main charge of my CIO is to set up systems that reflect the way we're networked.

We need data that cuts across our silos, perspectives, and life stages. We need data that—importantly—is flexible, since much of what's current now will evolve. And we need data that connects us to things that are external to us, like LinkedIn and Facebook. We're looking at a networked world and trying to align our systems to reflect and grow with the broader patterns of life and relationships in that new world.

We work on difficult problems with leaders who are building meaningful brands. If that sounds like you, we'd love to talk.

THE
BRYTEMOORE
GROUP

David Garrison

Editor in Chief

A respected advisor to leaders on operational branding, David is founder and managing partner of the Brytemoore Group, a consultancy that works on the most difficult challenges of building meaningful brands. He also serves as editor in chief of the Brytemoore Notes, a limited-run print journal featuring substantive discussions with transformational leaders.

David launched Brytemoore following success as one of the founding principals of Edelman Consulting, the management strategy arm of the Edelman network. An advisor on both client and internal projects, his teams were recognized for their strategic impact, winning a 2012 Eddy Award for Innovation.

Prior to joining Edelman Consulting, David was chief marketing officer at Indaba Music. Indaba, an important technology advancement and community of musicians, garnered attention from opinion leaders, such as Wired Magazine, Mashable, and Billboard Magazine, appeared on the Colbert Report, and was named one of AlwaysOn's Global 250 most innovative startups.

Before Indaba, David was director of strategic initiatives at SS+K, an inspired agency that blends strategy with socio-cultural insights to inspire change, and he spent several years as a management consultant at Katzenbach Partners, an influential consulting firm focused on the intersection of strategy and organization.

David has served as an advisory board member for the New York Association of Naturopathic Physicians, as a grants panel advisor for the Ontario Arts Counsel, and as chair of PROOF: Media for Social Justice, a non-profit that uses visual storytelling and education to inspire action on human rights. In 2004, he co-founded NYC's leading clinic for naturopathic medicine.

A Canadian, David lives in NYC and Toronto. He has an MBA from the Tuck School of Business at Dartmouth and a BA from McGill University in Montreal.