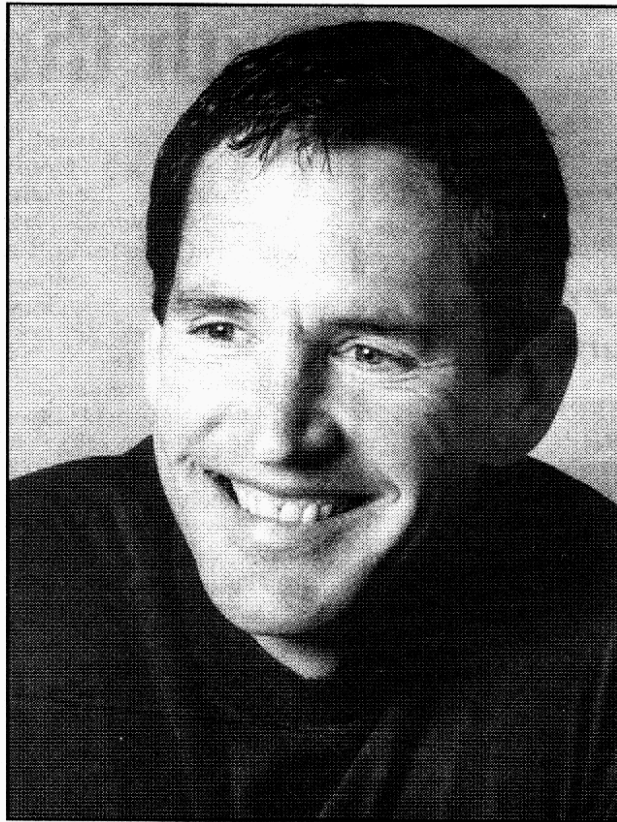


**PERSONAL INFORMATION****Name:** David Sawyer**Organization:** Social Venture Partners Portland**Title:** Executive director**What we do:** We're citizen leaders and philanthropists who leverage our time, talent and money to improve the lives of children, strengthen innovative nonprofits and help make Portland the city that works for everybody. We bring private-sector savvy to social-sector needs and have a good time doing it.**Education:** B.A. University of Kentucky**Residence:** Northwest Portland**BUSINESS PHILOSOPHY****Essential business philosophy:** Leadership is the fine art of taking complete responsibility for an enterprise while sharing that responsibility with others. Create an organizational culture that is high task/high touch. Commit yourself and your colleagues to the highest standards of performance in an atmosphere of genuine affection and respect. All boats rise on that tide.**Best way to keep competitive edge:** Build a strong, smart, diverse, collegial leadership team. Think laterally. Think globally. Attend scrupulously to detail. Surround yourself with all kinds of people with all kinds of perspectives. Listen like your life depends on it. It does.**Guiding principle:** My friend Robert Burkhardt summed it up: "Leadership is the inability to sit back and watch the world go to hell."**Yardstick of success:** We need a new definition of citizenship for the 21st century, one that radically expands personal boundaries to address public concerns, unites all sectors to solve recalcitrant problems and fulfills the promise the founding fathers entrusted to us.**Goal yet to be achieved:** Peace of mind**JUDGMENT CALLS****Best business decision:** Spending two years working with BP in Alaska managing the cultural dimension of the ARCO merger and coaching the president and 20 senior executives. I learned a ton, made a strong contribution, and still have close friends and colleagues in BP.**Worst business decision:** I worked with the White House in 1993 to help launch the Americorps program. The pilot was called Summer of Service—those involved later renamed it Summer of Suffering. I was the director**David Sawyer**

of training and repeatedly argued that we should not bring 1,500 people to a military base in San Francisco for a week of training. My advice: Train on-site in D.C. I was overruled. I was right.

**Toughest business decision:** Leaving cold turkey a career where I had achieved national recognition and starting out fresh in Portland not knowing a soul. No regrets—it is the best city in America, and our new brand of engaged citizen philanthropy has a vital role to play in the community. Maybe the world.**Mentor:** John Stephenson, poet, lover of single malt,believer in people, former president of Berea College  
**Words that best describe you:** Intense, truthful, impatient, kind**TRUE CONFESSIONS****Likes best about the job:** The caliber of my colleagues—principled citizens, every one of them.**Likes least about the job:** We're still in startup mode. I haven't spent this much time at Kinko's since I was in college! (Did they have Kinko's when I was in college?)**Pet peeves:** Microsoft Word (Stop doing things for me! I prefer to make my own decisions about grammar!)**Most important lesson learned:** "Fail to honor people, they fail to honor you"—Lao Tzu.**Person most interested in meeting:** John Gardner, wise man, adviser to seven U.S. presidents, founder of Common Cause. Gary Snyder, Zen poet, essayist, and ardent advocate for both biodiversity and for civilization.**First choice for a new career:** Grand Canyon river guide, monk, presidential adviser—simultaneously.**PREDILECTIONS****Favorite quote:** "In our era the road to holiness must pass through the world of action"—Dag Hammarskjöld.**Most influential book:** "The Servant as Leader," Robert Greenleaf; "Natural Capitalism," Paul Hawken; "The Unsettling of America," Wendell Berry; "The End of Nature," Bill McKibben; "Siddhartha," Herman Hesse**Favorite movie:** "Gandhi," by Richard Attenborough**Favorite music/musician:** Wild, haunting fiddle tunes, Celtic music, especially Maire Brennan, and Ani DiFranco, activist folksinger.**Favorite toy:** Is a mountain bike a toy?**Preferred community involvement:** Coaching and mentoring a great bunch of folks in Portland and around the country.**Favorite restaurant:** Besaw's—a wonderful neighborhood place in Northwest and a Portland institution for over a century.**Death row dinner:** Sushi and sake—lots of sake. On second thought, a triple Black Tiger espresso from Coffee People. Don't want to miss anything.**Favorite vacation spot:** The Outer Banks in North Carolina. I live to body surf!**Favorite way to spend free time:** Hiking in remote mountains with my sweetheart Tierra. □