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Elise: Scott, welcome to Mindful in May. This is a conversation I have been looking forward to for many years as we've been raising funds for the incredible organisation that you founded. As I said off line, you are a personal inspiration to me. The impact that you and your team have had in the world is awe inspiring so thank you for being here.

Scott: That's kind, I can't wait,

Elise: So for people who have not come across your story, I think it's an inspiring and fascinating one particularly for those who might be listening that have that common feeling of being bothered by what's going on in the world but feeling that they can't truly make a difference.

Can you just share a little about the transformation you underwent and how this whole thing started.

Scott: Yes well my life is into of three chapters so far. My childhood was a very bizarre one. I was raised in a conservative christian home. When I was four my mum got carbon monoxide poisoning which almost killed her, and my dad and I got a little sick as there was a leak in our house. We actually recovered when they found the leak and ripped out the furnace, but my mum never recovered. She became an invalid in 1980 so I was 4 yrs old. Effectively her body just shut down, her immune system's ability to function normally in the world. So I was really thrust into a care giver role early on. I was helping to do the cooking, I was helping to do the cleaning, I would prepare her meals; in some way I would play mother to her. You know I was a good kid, I played by the rules, you know I had the bowl hair cut and I played piano in church on Sundays. I didn't do anything wrong. And then 18 happened and chapter two of life began. I went completely nuts. I rebelled: I gave church, god and friends the middle finger. I moved to New York, joined a rock band, and I was going to be rich and famous, sex drugs and rock and roll and play to sold out amphitheatres around the world. That lasted about two months and then the band broke up. But I stumbled into this weird profession as a club promoter, and you know if you want to rebel you might as well do it in style. There's a job in New York City and other major cities where you can get paid to drink alcohol in public for free. You just have to get the right people inside the right nightclubs. So then I spent ten years unfortunately doing this and filling up forty different nightclubs over a decade, and picking up every vice you might imagine comes with the territory; from smoking to drinking to random sex, pornography, gambling, drugs. You name it. This is what comes with the

lifestyle when you go to dinner at 10pm and the club at 12 and some disgusting after hours at 5am. So I thankfully came to my senses after forty clubs and ten years, and realised that my life was meaningless, and I was actually really unhappy. So even though I dated beautiful girls and I drove a BMW, and had a Rolex watch and a nice piano in my apartment, somebody always had more. They were the wrong markers and somebody else always had more. There would never be enough. I realised this, but it's a much longer process that I write about in the book. I effectively asked myself what would the opposite of my life look like? Is it too late to start over? Re-explore a lost faith? Re-explore a lost morality? I just set out to change my life in the most radical way possible. My thought was, what if could serve others for a year? I envisaged going on a humanitarian mission and using some of my talents for promotion- which is effectively what I did promote clubs- but now promote something redemptive, help people. So, there was an ironic turn where I sold everything I owned and gave up my apartment in New York and I was all ready to go, and I applied to fifteen organisations and no-one would take me. No-one would take me! Of course these were credible serious humanitarian organisations and I'm some club rat, you know that drank every night . I was fortunate that one organisation wrote me back and said if I was willing to pay them five hundred dollars a month and go and live in post war Liberia - in West Africa- then I could join their mission for a year. And I said, "this is perfect, what could be more opposite than going to the worst country in the world and having to pay, just to volunteer. I'm going to go broke, volunteering. I know this almost doesn't sound true (laughter) but life changed so dramatically. I was thrust into a country torn up by fourteen years of civil war: a country with no electricity, no running water, no sewerage system, no mail system; after the war lord Charles Taylor had

just decimated it. I had volunteered for a job as a photo journalist to take pictures and tell stories of the work these doctors and surgeons were doing. So I was embedded with these amazing medical professionals and I just got to see the most unthinkable suffering, that I couldn't even fathom; from leprosy, to people who had been burned during the war, with oil poured on their faces, children and women in their 60's with cleft lips- food and water would spill out of their mouths because they couldn't have a \$200 surgery. There were children suffocating to death because of facial tumours. They were taken to witchdoctors because there were no surgeons to take them to. So I was all in from that first moment. I will say that I quit all my vices in one go but I did go out with a bang. I did drink eight beers the night before the mission started. Then I just walked away from the drugs and the smoking, never gambled again, walked away from all that stuff, hopefully to allow a new chapter of my life to unfold. My environment changed too. I was with a bunch of humanitarian doctors who weren't smoking and drinking and who were going to bed at eight o'clock at night and getting up at five in the morning to operate. That was a year that was very powerful: I learnt in that year that the same gift of promoting vice could be used to promote the incredible life giving work that these doctors were doing. So I was raising a bunch of money just through my photos and the stories I was telling, because I had this night club guest list, these fifteen thousand people on my email list.

So I went back for a second year from the age of twenty nine to thirty, and really on this second tour I learnt about the link between the diseases we were seeing and the lack of access to water. And I stumble across the global water crisis. I learnt that 50% of people in Liberia were drinking disgusting water, from swamps and ponds and rivers, and I got

challenged by one of the doctors who said, "if you really care about global health and you want to help make people well just go get them clean drinking water, just start there." This was a basic need for health. At the time there were about a billion people in the world without clean water, so I thought, "well I'm going to try and start an organisation to help everybody with this problem." I wanted to create an organisation that would eradicate this global issue and make sure that every human being, regardless of where they were born would have this basic need for life met. Bringing clean water was a solvable problem. We actually know how to help people get clean water, we just haven't created the will, the awareness, the capacity and the money to do it. But it's not like the cure for pancreatic cancer or vaccine in the lab. We now how people get water. So that was twelve years ago, and I started Charity Water with the mission of helping people get clean water to drink. Also then a bigger vision unfolded of actually trying to reinvent charity and the way charities function and the way charities treated their supporters. I had the advantage of being thirty and really inexperienced and coming from outside the philanthropic establishment, so I just didn't know any better. So I was just trying to create the perfect charity for me and my friends. As I talked to people I learned that it might be a transparent charity, where a hundred percent of your donations were going to the people you were trying to help: a charity that had a cool brand, and was not trying to shame and guilt people all the time but was inviting them to participate, and was celebrating their donors and volunteers and supporters, not just constantly asking for more time and more money. So I think I had the opportunity to start from scratch, from a naive place. I was just talking to everyday people who worked at MTV or a bank, or...Gucci, people who sold handbags, and they just said, "We don't give to these big charities, we don't trust." So we were able in the

beginning and over the years to do a lot of different things: we were all into innovating, without the constraint of how an institutional charity work: we didn't know any better. Sorry I talked too long.

Elise: I'm sure the listeners will agree that they're hanging onto your words and want to hear more. I just want to say that in everything you said so many points stand out. I think one is that when you see something directly in your eyes, it gets you in the heart. You speak about this unimaginable suffering. I think that's actually a testament to going and seeing with your own eyes. When you see it, there's no way you can't think about it.

Scott: There's a certain responsibility that comes with seeing. You can't unsee it and when people ask you, "hey will you help? Will you go and be an advocate?" What are you going to say- "No, I'm going to go back to my comfortable life and do nothing."

Elise: Yes, I had a similar thing happen. The whole thing of Mindful in May started because I went to West Africa, and the first thing I noticed when I got off the plane was lots of those yellow jerrycans- like you have in your logo. I was walking around thinking people were carrying petrol on their heads. I had no clue. You sees it around the whole country; then you start talking to people, you start to explore. I had no idea this was an issue. So for me going deeper into that, and actually being on the ground was the catalyst for creating Mindful in May. I felt that this was unacceptable and that I had the capacity to make a difference- just that point. The other point you mentioned- and this might relate to people who have a dream of making a difference, but think they don't have the qualifications or don't know how to do it- what

you said about going into something naive, going in with fresh eyes being an advantage. I just wanted to highlight that for listeners as well. You've got this board behind you and I said "Is that your brainstorming board," and we spoke about that. When I discovered Charity Water for Mindful in May, that's what stuck out for me, the innovative way you set it up; the way you were different from other organisations. Can you speak about the 100% model. People get very skeptical about it and don't really understand it. Also what you do to make sure the donors are connected with the outcomes.

Scott: Yes. You know as I was asking people what their experience was donating to charities- In America which surprised people because Americans are thought of as being philanthropic and generous- you know 42% of Americans don't trust charities. Seventy percent of Americans that were recently interviewed said that they believed charities waste their money. So I was just hearing objections about the flow of money; big overheads, CEO salaries, them making millions and millions of dollars. Some of the stuff was true, and some were just these isolated cases where someone had really done wrong- and then people say, 'Oh that's why I don't give!' The idea was to take the most common objection people had to not giving which was, "I don't know where my money's going and how much is going to get there." Could we just eliminate it? Could we pull a judo move and say, "100% of your money, including the payback of your credit card we incur will go directly to the charity. what's your next objection?" I decided that would be amazing. if we could promise that whether someone gave a dollar or a hundred dollars or a million dollars, that every dollar of that money would flow directly to people who needed clean water; for water projects. That would get a lot of people to donate for the first time

potentially. How would you actually do that ? How would you pay staff someday? Pay for an office? I actually opened up a seperate bank account: Charity Water has had two seperate bank accounts few the last thirteen years. I just committed to raising those overhead dollars separately, from a much smaller wealthier group of people, who were not skeptical, who would treat this as an investment: or maybe they had built their own companies from one to a thousand employees, and understood you do have to pay your people, you do have to have an office, you do need toner for the photocopier machines and so forth. So I thought we would have two very different constituents; the ninety-nine percent of people who ever encountered the charity would get this pure play; and then a very small group of people would be invited to pay for the overhead, the unsexy costs. They would be our builders, our visionary backers, funders. So you know it's been incredibly difficult over the years; I mean I tell social entrepreneurs not to do this; you know you're creating double the work for yourself. But it has led to explosive growth, and now, over \$360 million dollars raised, and we continue to hear as recently as last week, "this is the first gift I have ever given to charity because I know where a hundred percent of my money is going." So the way we do this today is that 135 families pay for all the overheads. That's how it looks today; a hundred and thirty five families pay on three year terms. We have a family that pay sixty thousand dollars a year, to families that pay one million a year. That supports eighty five staff, the office behind me, the flights, everything that is needed for a water project. Then bank account two has over a million donors, from one hundred and five countries which get to give in the purist way. Because we have two bank accounts we can build sophisticated tools to track those dollars. If Mindful in May raises one dollar it goes into the bank account for the field and we can actually

track, "hey that dollar went to Mozambique," or Malawi or Bangladesh, or to India. Interestingly if you gave a dollar on your American Express and we get only get ninety seven cents; those hundred and thirty five families pay that three cents that three percent. We've just had this proof pillar that's allowed us to show people in a bunch of different ways; photos, GPS, coordinates of the projects. They can say, "I've seen your page, you have a huge run down of all the different campaigns, global impact; you have global impact."

Elise: We'll share that with this interview so people can see how you contribute and give that back to the donors. So in your book- you've written a book this year called Thirst: A Story of Redemption, Passion, and a Mission to Bring Clean Water to the World- correct me if I'm wrong but I think most of the profits of that book....

Scott: All of them; all the profits, the advance.....

Elise:...Going back to Charity Water. I've read the book- and it's really moving, fascinating and I highly recommend it and the good it's doing when you buy it- you share personal stories, poignant stories about the project. I wonder if you could share a story or two; you've been to Africa on the ground many times. I wonder if you could share a story that could speak to the power of the contribution that many of the listeners will be making in this campaign; the impact and the challenges that can happen.

Scott: Yes, well let's start with the problem that we're solving. Six hundred and sixty six million people today are drinking bad water; so that's about a tenth of the planet, and this is because of where they're

born. So you know, you and I didn't do anything special to be born into a society where we've never had to drink dirty water our whole life. We've bought bottled water that we don't even need over the years. Water comes out of our showers and our sinks, yet in the rest of the world people are born into water scarcity or extreme poverty. So that's the problem. So if you don't have water- what can I say about this? Firstly it's exclusively a women and a girls' issue. I've been to sixty nine countries now, Charity Water has worked in twenty six. It is always the women and the girls that have to go get the water. Culturally, it's never the job of the men to get the water, whether you're in Asia or India, or Central or South America. It's the women and the girls that are getting the water. They often walking for hours and hours and hours because the water's far away, whether it's a swamp or river or a pond; so it's not uncommon for is to hear of a woman walking for eight hours seven days a week. Imagine, fifty six hours a week not earning an income for your family, not spending time with your children, walking back and forth in the hot sun; on the way back with forty pounds of dirty water breaking your back and bending your spine. So huge waste of time. In fact women in Africa alone waste forty billion hours- think about that time- if it was productive.... the impact on the economy, the impact on families. Then water makes people sick, so about half the disease in the developing world is caused by bad water. That means diarrhoea, schistosomiasis, Trachoma, blindness; there are all these terrible water born diseases. You know I think I write about this in the book: I was with this woman in Niger in West Africa, who buried eight of her children. Two of them survived, so imagine. You know I've got two young kids; I can't imagine something happening to them. Imagine watching eight of your children die. It could have been prevented, but she was standing next to this disgusting brown viscous water hole. The massive irony is

that she was living on top of a massive aquifer. So there was clean water underneath her feet; but she was making a dollar a day. She didn't have access to a million dollar drilling rig or a local hydrogeologist who could come and find it. So you know, water means health, it means time wasted for women, and then there's a huge impact on education. One out of every three schools in the world don't have clean water. So I'm sure that the people who are listening who are deeply passionate about education- it's the only way forward- imagine sending your kid to a school with no water, and worse, not toilet. So teenage girls will get their period and stay home for days every month. They're ashamed to go to a school with no clean water, with no toilet: they fall behind in their studies and drop out. There's already immense social pressure against some of these girls being educated, because they're useful: they're getting the water, they're doing the cooking, they're collecting the firewood. So water just has all of these implications from health, to education, and the burden of women and girls, who are often raped, who are often attacked by hyenas. One thing I never realised, is that all these women are given birth by the water holes- you need a lot of water when you're giving birth- you're not giving birth in the safety of your own home with your grandparents and your children around. You're often on that eight hour walk somewhere down by that river that's also the source of hyenas, and lions; you know there's this risk to your life. So I know, this all sounds so hard to believe, but I've been to Ethiopia about thirty times and I'm going on Friday for my thirty first trip, and we hear these stories time and time again; rape, hyena attacks, lion attacks, miscarriages on the way to the water holes- so that's the problem. The good news is as I said; it's a solvable problem. We have taken a very pragmatic agnostic approach to the solution for the last twelve years. A lot of things work in different contexts; sometimes we

drill wells, sometimes we create rain harvesting systems, we build gravity fed spring systems, bio-sand filters, UV ultra filtration systems; lots of different things work in different environments. We always get people clean water. There's not a single person alive we can't help.

Elise: Yes. I love what you were saying that it's not like a pancreatic cancer or vaccine. The thing is there's this massive problem and we know what we can do to fix it; and the story about the irony of this woman who is actually witting on top of clean water is horrendous.

Scott: There was a story from one of our partners once; so we often go in and drill wells, and we're tapping in and taking a twenty five story elevator down to the sub-basement, and there's this massive lake that you hit. So its just like putting a straw down, tap into that, and you've got a well; and now three hundred people are drinking clean water. So you've gone from a walk, and a swamp, to clean water in their village.

Elise: And this is for life as well? Its not just for a few.....

Scott: It's for the life of the project; and over time some of these projects will get upgraded to pipe systems as the governments catch up, as development happens. Normally this is a celebration, and hundreds of people clapping and dancing, and they're throwing popcorn and surrounding the drilling rig and showering affection on the local drillers. One story I'll never forget: our partner said the celebration was happening as always, but there was this one older woman who was off to the side, weeping, as she's watching clean water in her village. They went over to her and asked her, "why are you crying, it's a happy day." She said something to the effect of, " You mean to tell me I walked my

entire life and there was water right here. It was right underneath my feet." So it does seem so simple, if you're there, and why wouldn't we do this for ten thousand dollars for the village? My wife and I personally do at least one water project a year. We've got fourteen or fifteen out there now, with our own personal money, because it's so simple; why wouldn't you want to? And then water improves health and it improves education, and it gives that time back to women. If we had a slogan at the organisation it would be, "Water changes everything." You know, you get this transformation. The last thing I'd say about water - I don't know about your politics in your country- but this is the most toxic time that we've or at least I've ever lived in- we can't agree on anything: they're fighting about religion, they're fighting about... we have independents and democrats and republicans... it's just vitriole, but, everyone can agree on clean water.

Elise: Regardless of your politics, regardless of your religion, of your geography, everyone can stand for humans getting clean water. You don't even begrudge your enemy clean water. It's a binary good; you know water's clean or it's dirty. Clean water isn't subjective. Maybe if I was building schools in Africa you'd say, "well how do you know those schools are any good? If the teachers are teaching the right thing, the quality of the education." Water's just clean or dirty! You know if you've taken someone to clean water from dirty water, you've radically impacted there lives. You know I travel and I probably make a hundred speeches a year. I just never come off stage and have people telling me to stop it, they're not saying, " no, you're harming. This is harming them. Let the women die from dirty water. Let them bury their children of diarrhea ...let them walk hours." You know there's nobody. You've probably seen this over the years; it's a really nice way to build

community, to unify people who might have divergent views. They might argue about a lot of other things, but can stand for generosity, compassion and clean water.

Elise: Absolutely and that's why it links so beautifully with what we're doing here as a community; learning to meditate in this program and actually building our own inner resources, and hoping that will spill out, and that generosity grows, - and we feel interconnected and contribute to what's going on in the world. The other thing that struck me so powerfully was how much it costs. I now that changes depending on the project, but it really doesn't cost a lot of money to make such a huge impact in one persons life through water.

Scott: Yes well , it averages out to thirty dollars a person; as you said its sixteen dollars a person in Cambodia, and thirty eight dollars in Ethiopia....

Elise:...well, it's less than a hundred dollars.

Scott: You know, if I told you it was five hundred dollars, you'd probably say it's a steal. You know, for five hundred dollars I could get a human being clean drinking water. You'd spend that in Starbucks for a year.

Elise: Yes, that's what struck me, we're not just talking about handing over a tank of water; this is a flowing well of water which...I know some of my donors ask questions around "building the wells....what happens to them, do they end up dirty?" You know, that kind of thing: thats a fair question.

Scott: Yes. Well it's about ten thousand dollars to drill a well, and that's something we have a lot of families sponsor, companies sponsor, and small businesses. The process there is that we work with local partners- I didn't mention that. So a hundred percent of the process is a pillar, proof is a pillar, working with local partners is a pillar; nobody with my skin colour is running around Africa or Asia drilling wells. We believe that for the work to be culturally appropriate and sustainable, it has to be led by the locals. So our job we believe, is to get people to care about this issue, build a movement for clean water and raised money as efficiently as possible. But the local heroes, the ones getting the credit, the ones on the ground doing the work, have to be from that country. So it's Rwandans in Rwanda, Ethiopians in Ethiopia- that's a very important differentiator, because sometimes you get these westerners parachute in, with hard hats on, build the well and the well breaks, and they're like " Their well broke... we'll come back and fix it one day." So training and sustainability are such a huge part of the program, and also challenging. So anyone who asks that question- that's what keeps us up at night. We've tried to innovate over the years; training locals. So we'd go into a village and put three women and three men on the water committee. Culturally, we cant have more women but it needs to be at least even. We make the women the treasurers; the women are handling the money. Then they agree on a tariff; how much can everyone using this water will pay for a month. It goes into a passbook, into an account that a bunch of people need to sign for- it's a maintenance account. So a year from now, two years from now when the parts are need for a small repair let's say, and forty dollars is needed to repair a washer and bring the team out- they have that money. So a well is like a car. My wife's grandparents drive a 1980 Lexus. It is thirty one years old; it has about 300 thousand miles on it. My wife's grandfather, I swear he talks to the

car, he washes it by hand and he's probably gotten it a thousand oil checks over time. Then you might have a car in Los Vegas, during spring break, you know, very different care. They're all going to break down, it's just do you have that system to make those repairs, to really take care. So we do a lot of training there, and more recently we won a five million dollar grant to put thousands of our wells on line, so we now know through remote sensors, not only if they are working every day, but how much water is flowing through. We're now getting to the point where we believe that we'll be able to use predictive analysis to predict failure and send technicians out there to make repairs. So, the whole system, it is hard, and we don't lie awake at night thinking about corruption; we've systems of control and audits. It's not war lords taking over wells; we haven't seen that. You know it's just your car broke down and you haven't got money to fix it. You know, you're a poor college kid and your minimum wage job isn't enough for a catalytic converter. But we would subsidise that, we're not saying to the college kid, "you're not going to drive that car till you get a job and fix it!" We would say, "something went wrong in our training. Let's fix it and retrain."

Elise: I think it's just reassuring for people to know that you're not just going in, drilling a well and saying, "see you later." You're actually invested in trying to solve these ongoing problems as you say even though it's hard and an ongoing challenge.

Scott: Well that makes sense. We don't want stranded assets out there. We're not in the business of.....there are eighty five people here in the office and not a single one of them is here for the money (laughter). We're here because we want to provide lasting transformative change to these communities. So if a well breaks we actually want to know about

it, so we can go and fix it and work out what went wrong with it in the first place. So I think we really move the ball forward with transparency, which is something I'm really proud of; I think there's a lot more work to be done as well, to make sure these projects are sustainable.

Elise: I wanted to move to asking you a bit about your own story, around finding your purpose and running this massive- well not that massive but the impact is massive- this relatively small organisation and how you do it. I work in this arena of social enterprise, on the smell of an oily rag. It's hard. You have two kids, you are travelling the world, going to the projects, doing a hundred and fifty talks a year: as a doer in the world what have you learnt about maintaining your own sanity, well-being- any hard lessons? How do you manage? You've been doing this for a long time; anything you've learnt and lessons around that? There are people out there who are doers, but have that risk of burnout because they are so passionate about what they're doing.

Scott: Yes. I write in the book about "almost" burnouts at the ten year mark- although a part of that was about the simple idea that I had so much of my identity in the organisation; there was no distance between when Charity Water was doing well, and I was doing well, when Charity Water wasn't, I wasn't; and we had our first year where we didn't grow. All we'd known was explosive growth, you know up and up and up. I think probably the biggest tension for me is travel: I had so many flights last year; I was in Singapore last week, I have two small kids, I'm going to Vegas on Monday and I'm in Ethiopia on Friday. However to mitigate against that, I live seven minutes away, so this is the longest I've been on a call for a while. I'll be done with you and I'll be home seven minutes after we hang up, and I'll be feeding my kids dinner and

putting them to bed. So I do five mornings a week and five nights a week when I'm here; taking them to school, tucking them into bed every night, and I just don't commute. We live in a small you know 120 sq meter apartment; we could have a much bigger house if I was willing to commute two hours a day. My son was actually in the office three hours ago driving around on his scooter on the way to an errand with his mum. So, my paediatrician is upstairs. I don't work dinners; I don't do work breakfasts. If I do work dinners it's after the kids have gone to bed. I have a pretty good work rhythm when I'm home, which makes the travel feel a little more bearable. And now as they get older they'll come with me; so my son whose only four did two cities on my book tour with me- just the two of us. We flew to Boston; he slept with me in my hotel room, he watched me on stage, I took him to a baseball game, we flew to Atlanta, same thing. So he was in the cars and the planes.....

Elise: Amazing, so when is he going to go to ...on the ground....

Scott: Yes, well that's a very long flight. I have these two very energetic strong willed kids. The thought of a sixteen hour flight with them in a tin can, is too daunting at the moment. I think six; five or six. Its the flight and the jet lag. It's a ten hour time difference and surviving a sixteen hour flight...uh....oh god!

Elise: You know being in Australia with a toddler, the last thought I would do is get on a plane, across the ocean, going overseas.

Scott: You know it will happen and my son really wants to go; we've talked about it ...

Elise: Yes, and what an impact it will have. What advice would you have for some who is maybe stuck in a corporate job, feeling like their soul is dying and wants to create meaning in life but just feels stuck or maybe, "I'm not qualified, Can I really make a difference?" All those objections that come up in our lives when we really want to make changes in our lives.

Scott: Yes. The first thing I would encourage people to do is find something they feel passionate about; a problem they feel passionate about solving. It could be a justice issue, a hunger issue, it could be water for sure and while they're at their job start spending some time volunteering, learning more, giving money, learning about the organisation and the issue. The problem with a lot of people is that they just don't go deep with anything. They might give thirty bucks to six charities and not know anything about any of those issues, really anything about the organisations. So I think if it's someone who wanted to leave their job and actually start something the I would say, you've got to immerse yourself in the issue. What really worked well for me is that I lived in Liberia for a year and a half, in west Africa: it wasn't drive by, you know I didn't go for a mission trip for five days and go paint the orphanage.....

Elise: It wasn't a Contiki tour...

Scott: Right. It was an immersive experience and with that, firstly you pick up authority because you've done it, you've seen it, they're your photos, your stories, not anyone else. You know it really takes a while to learn, in any of our jobs. I feel like I'm just figuring it out twelve years in - how to be a good CEO. You know I hire someone here and I call the

first six months a wash: They're learning the culture, they're learning their job. So I think it's the same with any social issue. I would say, get proximity to the issue. If it's sex trafficking in Asia you have to go there and work with law the enforcement and work with some of the shelters, and really understand the complexity of that before you can be an advocate. You know maybe it's not starting your own organisation, maybe it's deeply partnering or working in another one. I think social entrepreneurship is exciting: there's no more exciting time in the world than to find a charity that might not feel like our parents and grandparents, beige, institutional, opaque organisation There are a lot of really exciting young people who are deciding not to work in a bank, or a big tech company, and have goals to solve a problem; something they come across, and they say,"not on my watch." You know my wife, she watched the movie Constant Gardener: it disrupted her, that people were living like this and really started her on a path where she could use her design skills for good.

Elise: That's how you met...

Scott: Yes that's how we met. Yes, and we worked together for nine years here. But whatever that trigger is I would follow that thread.

Elise: Yes, yes. This is something I like to ask all the people I speak to; aside from your own book that you've written which is wonderful, can you share a couple of books that come to mind that have had an impact on how you think or have inspired you? Probably many...or probably you don't have time to read books, I don't know.

Scott: I do like more on audio especially on my audible. Well if people haven't read it then Simon Sinek stuff is great, start with "Why." It the bible for companies that are trying to build any sort of movement. He's a friend, he's on the wall, he helps support our ops. There's a great book called Building a Story Brand by Donald Miller which I'm a great fan of. It really just teaches people that probably when you start a company or social enterprise, the tendency is to make yourself the hero, or make your organisation the hero- "we're doctors saving peoples lives!" Right? "We're drilling wells and giving people clean water!" He really chooses the philosophy that your role is the guide; your hero is going to be ... for us our hero is the six year old girl who did ten lemonade stands to raise forty two dollars for Charity Water, the eighty nine year old who donated her birthday, or someone who donated their pension to Mindful in May, a sacrifice because they were so moved; or our local partners in Ethiopia who are drilling thirty days a month so they can help there people get a much water as possible not worrying about their time off for vacation. That's been really foundational to our success. We're being the guide. We are trying to help people look at the problems in the world, who want to help, don't know where to start, don't know who to trust, and we say, "let us guide you to a great issue, clean water. You can make a transformative impact on peoples lives. We're a unique business model where a hundred percent of your money can go," and then this proof pillar, where you can actually see the impact that you've made, in our hope of creating a virtuous cycle were you'd want to give more. So those are are the two business books. Then on a spiritual level I'm a big C.S. Lewis fan. I just read Surprise by Joy recently; you know it's older stuff but I love all the stuff, from the Narnia books and fiction, to Mirror Christianity- it's a nice call for morality. A much more wholesome world than it sometimes feels we live in.

Elise: Thank you- and finally, just a piece of powerful advice that you've been given.

Scott: Yes. Look, I think so much of our success is just showing up. The long obedience in the same direction. We just doubled the organisation in two years, which is almost unheard of for charities our size in a climate where international giving was down 6%. People say, "well how did you do that?" Well we're still here, twelve years later; we're just getting good. You know it's hard work; week in, week out, taking care of yourself, finding time to rest. I just took off two weeks with my family in Miami. So it's finding those moments to take care of yourself. Then I was on a plane and started making speeches, and travelling to Asia. So, I think you have to take care of yourself. There's a lot to be said for doing the same thing for a long time. You know the millennial culture a little bit.... I work with a lot of young people here and there is a sense that people want a new job every year: and my experience is none of them get good at their job and then they go on to the next one, and they're not good at that one when they leave it. I think it's a lost art of mastery, of really mastering something- and maybe it takes you a few jobs to actually find that thing that you want to go deep with and master, but I don't think ten jobs in your twenties is as impactful as one or two. If it takes you a couple of hops to find one, then great. But it feels like sometimes how people think about their careers is how we think about our smart phones(hand action of jumping around and clicking continuously) It's not healthy for our brains And then the last thing I'd say is, what's more important than what you do is the way you do it; really being clear about your values, and then unwilling to compromise, even if it's personal gain, even if its easier. You know I talk about in the

book how we almost went bankrupt because we ran out of overheads money. We had this temptation where we could borrow almost a million dollars from the water money. We just weren't going to borrow a penny. We said, "if we borrow a penny we've compromised our promise, we might just as well shut the organisation down"- which we were going to do, and say that our model didn't work. Wouldn't you know, a complete stranger in that moment walked in off the street and wrote a cheque. We never looked back from that minute. But I would much rather have gone bankrupt and not had this conversation with you, then known that ten years ago, I borrowed from a campaign like yours to pay out staff. So I'd rather not do it at all if I can't do it well.

Elise: So perseverance. and staying with, and integrity and....

Scott: Yes integrity; we value that more than any other value.

Elise: Yes. Scott thank you so much for the conversation. I've no doubt that you've touched a lot of hearts in this conversation, and I hope that people can just contribute and take the opportunity to connect with the cause- and thank you so much for all the work you do.

Elise: Thank you too for all the amazing campaigns you've had. The impact of your community is amazingly generous; they care and it's been awesome. I can't wait to get you to see some of the stuff. Not this year but maybe next year you'll come with me. Love the idea of you reporting back to your community about what we have done. So that offer is always on the table.

Elise: I just wanted to highlight a thank you - many of the people that are listening have actually contributed over and over which is just so inspiring.

Scott: That's great. I believe the more you give, the more you give.

Elise: In a climate of such despair, it's very reassuring to know that there are people like you, doing this amazing work, and continuing to stick with it, and doing what you're doing- so thank you very much.

Scott: Thank you. I'll see you and I cant wait to spend more time in person.