and not overthink things,” he says. He felt compelled to bring attention to Love’s overlooked influence and talent, and his indomitable spirit. Part of that talent and spirit came from Love’s father, Robert, a pastor and accomplished gospel singer who had a brief recording career of his own (complete with an unhappy experience with duplicitous music-industry executives). Robert Love’s church services became a destination for artists like Sam Cook and Aretha Franklin when they came to Wichita on tour, and Lou Rawls was an old friend. The oldest of 17 children, Rudy Love formed his first band in grade school, and in college began performing with siblings as Rudy Love & The Love Family. Over the years, he wrote songs that were recorded by Ray Charles and Isaac Hayes; Jay-Z sampled Love’s “Does Your Mama Know” in his 2007 single, “Sweet.”

Love spent a decade as a bandleader and manager for Sly and the Family Stonee, and he has written or performed with Little Richard, Chuck Berry, B.B. King, Stevie Wonder, The Temptations, Tina Turner, Michael Jackson, Aretha Franklin, Lionel Richie, James Brown. (One admirer, Mick Fleetwood of Fleetwood Mac, served as an executive producer for the documentary and sat for an interview.) In This Is Love, funk icon George Clinton recalls discovering Love’s music in the 1960s and ’70s, calling him one of the “for-real unsung heroes of that era.” The more Alexander learned about him, he says, “I could not resist this undeniable force of nature that was drawing us toward this man, this voice, this story.”

A version of that same force has been with Alexander himself since he was five years old, growing up in Santa Monica and making movies with his parents’ camcorder. He’d round up some local kids, and shoot musical comedies or thrillers with Hot Wheels car crashes. As a teenager, he attended Adlerley School for the Performing Arts in Los Angeles, where he dabbled in acting and continued to make films. Sometimes he’d rent out small local theaters to screen his and his friends’ work. “It was definitely rinky-dink and small time, but it felt great to actually have something tangible to show for all of my adolescent goofing around,” he says now. He was determined to become a filmmaker.

At Harvard, he concentrated in linguistics and kept working at his artistic ambitions. He filmed statistics and economic lectures for Harvard’s AV office to earn extra money, made short films, and even interned with director Sam Raimi during

Taking the Plunge

Reimagining Capitalism in a World on Fire (PublicAffairs, $28). She draws from case studies, her consulting, and more, but also speaks in a personal voice rarely heard in the M.B.A. curriculum. Her prologue acknowledges the difficulty of transforming firms, and “the world’s social and political systems,” but conveys optimism:

I am reminded of a moment some years ago when I was in Finland, facilitating a business retreat. It was the first and last time that my agenda has included the item “5:00 p.m.—Sauna.” Following instructions, I showed up for the sauna, took off all my clothes and soaked up the heat. “And now,” my host instructed me, “it’s time to jump into the lake.” I duly ran across the snow…and carefully climbed down a metal ladder, through the hole that had been cut into the ice, and into the lake. There was a pause. My host arrived at the top of the ladder and looked down at me. “You know,” she said, “I don’t think I feel like lake bathing today.”

I spend a good chunk of my time now working with businesspeople who are thinking of doing things differently. They can see the need for change. They can even see a way forward. But they hesitate. They are busy. They don’t feel like doing it today. It sometimes seems as if I’m still at the bottom of that ladder, looking up, waiting for others to take the risk of acting in new and sometimes uncomfortable ways. But I am hopeful. I know three things.

First, I know that this is what change feels like. Challenging the status quo is difficult—and often cold and lonely. We shouldn’t be surprised that the interests that pushed climate denialism for many years are now pushing the idea that there’s nothing we can do. That’s how powerful incumbents always react to the prospect of change.

Second, I am sure it can be done. We have the technology and the resources to fix the problems we face….If we decide to rebuild our institutions, build a completely circular economy and halt the damage we are causing to the natural world, we can. In the course of World War Two, the Russians moved their entire economy more than a thousand miles to the east—in less than a year. etc.…

Last, I am convinced that we have a secret weapon. I spent 20 years of my life working with firms that were trying to transform themselves….The firms that mastered change were those that had a reason to do so: the ones that had a purpose greater than simply maximizing profits. etc.…

This is not easy work. It sometimes feels exactly like climbing down a metal ladder into a hole cut through foot-thick ice. But…while taking the plunge is hard, it is also exhilarating. Doing something different makes you feel alive. Being surrounded by friends and allies, fighting to protect the things you love, makes life feel rich and often hopeful. It is worth braving the cold.

Join me. We have a world to save.