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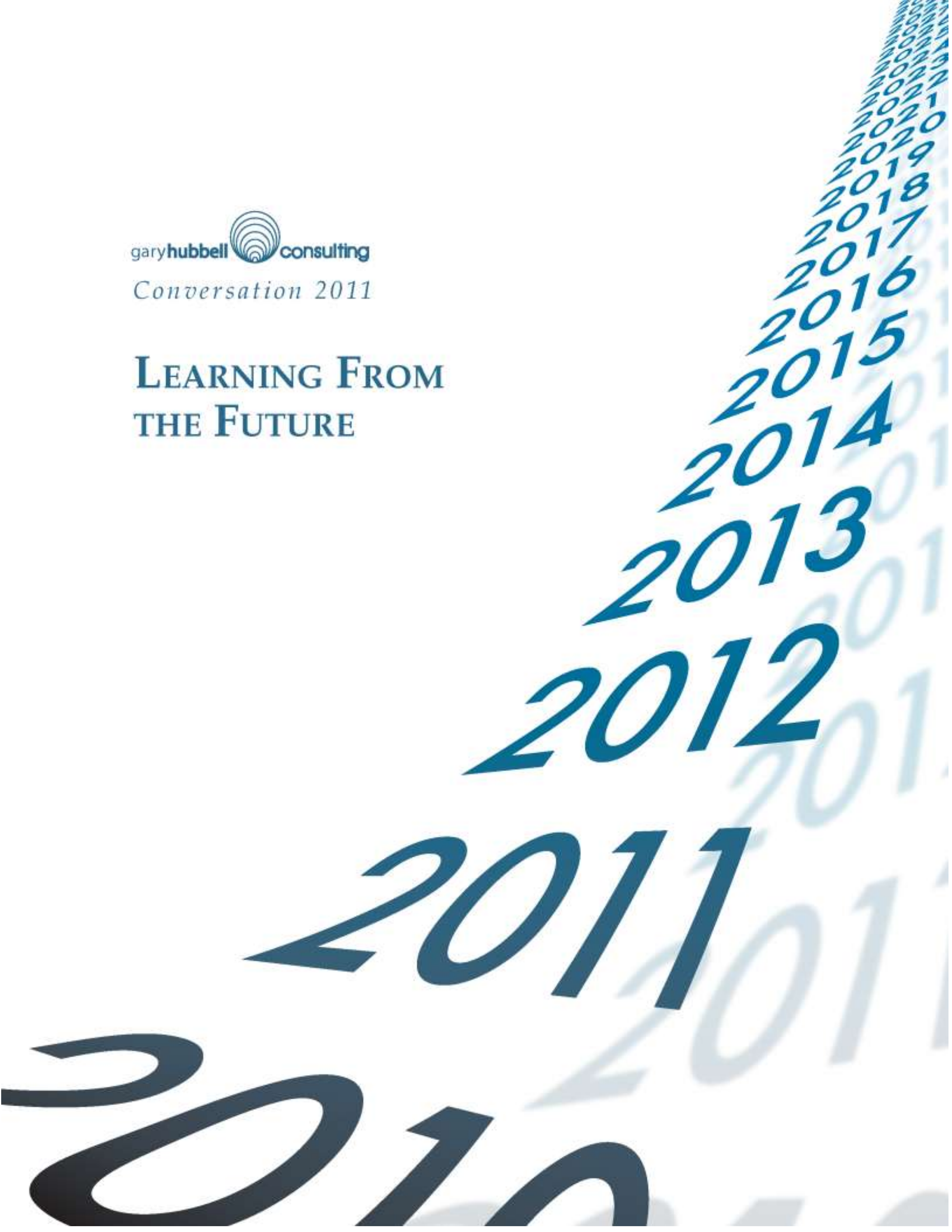
Conversation 2011

Learning From the Future



garyhubbell consulting

philanthropy ▲ strategy ▲ planning ▲ coaching

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ABOUT GARY HUBBELL CONSULTING *CONVERSATION*

Annually, Gary Hubbell Consulting convenes and hosts a small hand-picked group of social sector professionals from throughout North America for three days of intense dialogue and critical thinking. We strive to create a thought-provoking, mind-opening, and stimulating conversation about philanthropy, organizational leadership, and social sector change. This deep exploration of the nature and challenges of the philanthropic environment is intended to engage, inform, and inspire senior leaders to be catalysts for change in their own organizations and communities of influence. With each GHC *Conversation*, we seek to establish the seeds of a continuing and enriching network that nourishes us as individuals and helps each of us change how we converse, inspire, and seek new dimensions of philanthropy.

TABLE OF CONTENTS

Participant and Contact Information	Sub-Sector	Prior GHC *Conversations*
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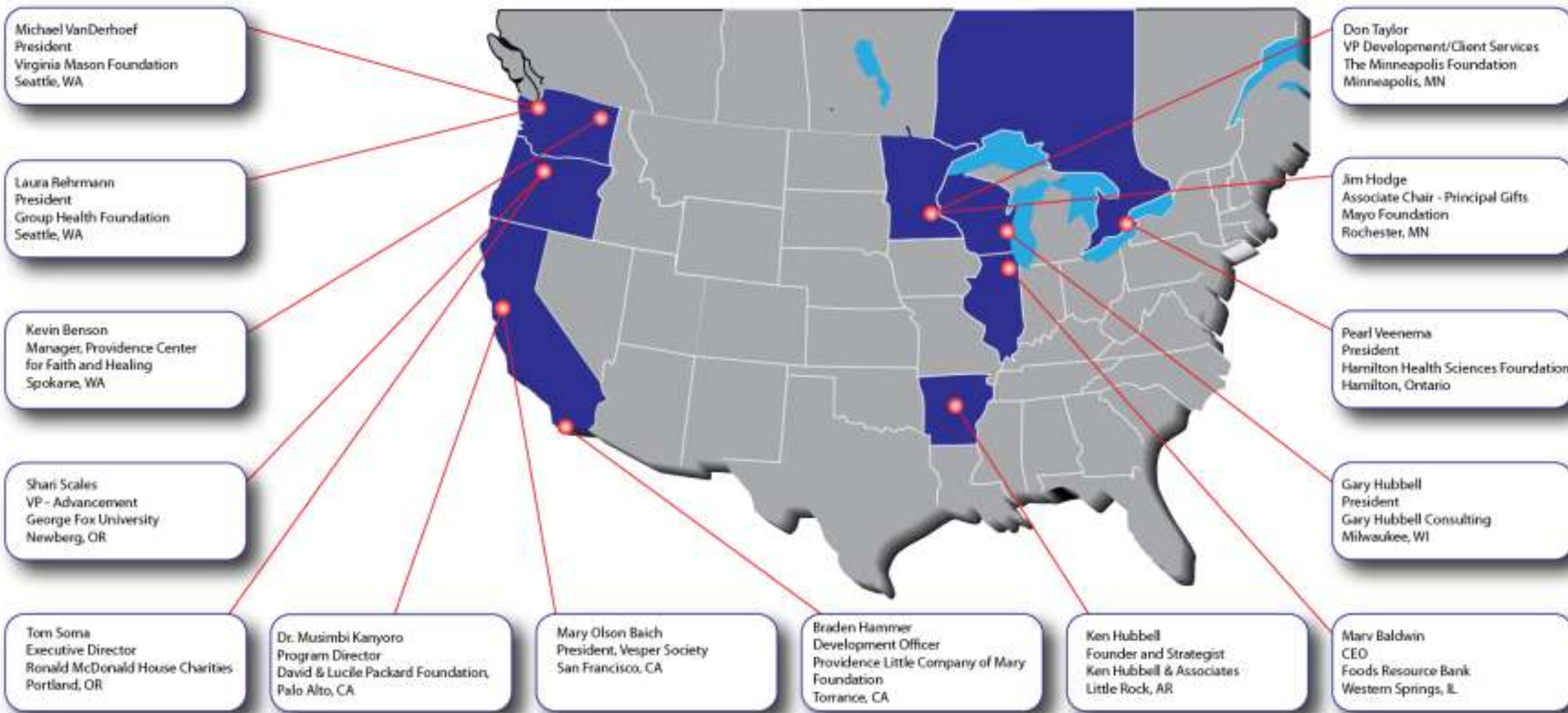
Hilton Head Island, South Carolina

Confirmed Registrants



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SYNTHESIS

GHC Conversation 2011 Synthesis

Fourteen social sector and philanthropy executives gathered on Hilton Head Island, South Carolina in late March 2011 for our third *Conversation*. We accepted as the platform for our thinking this year the notion of <u>learning from the future</u>: the personal, organizational, community, and societal interrelationships that will most deeply shape the practice and promise of philanthropy in the year 2030. As in previous years, participants were asked in advance to write and submit an original essay on one aspect of what they believe we must learn from the future. Each essay coaxed the author out of his/her current "moment" and forced a short walk with uncertainty. This step was essential to moving participants away from techniques and models and more toward personal "openings." Beyond that, the essays jump-started our conversation because of their collective range and depth.

Unlike the mood and tenor of *Conversation 2010*, the overarching sense of our collective thinking and spirits this year was that *everything* we need is here. Over four days, our formal and informal exchanges took on many frames. Philanthropy, of course, was often a starting point for discussion—yet we went deeper than that. Organizational adaptation was another constant—yet we went deeper than that. We held up the natural tensions of wanting to drive toward answers and solutions, only to come gently back to several recurring themes of our discussion, each of which helped us conceptualize what we must do to *learn from the future*, to truly understand the depth of the idea of *interrelationship*, and *to see with new eyes* the practice and promise of philanthropy. Inevitably, no summary adequately conveys the scope and depth of the gathering. Despite that, here are some highlights, including poems written each day of *Conversation* by participant Tom Soma.

THROUGH THE NEEDLE: HINTS OF BRIGHTER SKIES
(CONVERSATION 2011, DAY ONE)

Here we are—
again for some—
a curious family,
gathering in a heady place,
under a temporarily cloudy sky
(which itself inspires rich conversation),

already belonging to each other
in nutritious ways—
a caring, learning community of sorts,
lifting up something
together.

We're united by a sense of responsibility,
a desire to improve the landscape,
and far more questions than answers—
yet also
the courage to ask them.

How to round a square table?
one asks.

That
is our task here—
dispensing preferred seats
and rounding
the square table.

First,
we must round ourselves.

Today,
it's about resilience—
feeding our souls,
tending our spirits,
finding new ways
to listen,
examine,
reflect,
sift.

Authenticity demands
the dropping of worn baggage
and the opening of fresh eyes.

Such embrace of change
puts us in deep water
with few clues where we'll go.

But there are hints of brighter skies
and a crack in the dam.

And while we'll be thinking a lot,
we must feel our way through…

Tom Soma
30 March 2011

Letting go/letting come

For many of us, C. Otto Scharmer's *Theory U* provides a valuable lens through which to see the work of what he calls presencing and creating a catalyst for social change. Working down the left side of the U is the necessary path of letting go and achieving greater clarity before being able to travel the right side of the U with greater courage and creativity.

A large part of our dialogue reflects our efforts—unconsciously perhaps—to free ourselves from the need for certainty or an expectation of clarity around what 2030 might look and feel like. We recognize—and celebrate—that the future is *now*. We recognize—and celebrate—that we have a responsibility to act in ways that helps shape the future we want to see.

One returning participant reflected early about his desire to return to this 2011 gathering, viewing it as a place/time to be with what he described as "nutritious people"—people who fill him with sustaining and enriching thoughts and ideas. As a group, we returned to this idea repeatedly, recognizing for each of us the need to get clear about the source of your "nutrition," understanding that some of our work and living environments neither nourish nor sustain us. This may be part of the "letting go."

A PRAYER: GENTLY DOWN THE STREAM
(CONVERSATION 2011, DAY TWO)

By virtue of birth,
I enter the stream—
one that began flowing long before I arrived,
and will continue long after I depart.

Like it or not,
the current is beyond my control—
but *not* beyond comprehension.

Acknowledge it or not,
there is no *right* course,
and many different ways to navigate.

So,
Why am I here?
How will I make my way?
What awaits me downstream?

Tomorrow,
I entrust to the flow.

Today,
may I be deeply reflective
and honestly authentic.

May I be nimble and flexible,
humble and grateful—
and above all,
trustworthy.

May I,
like the enlightened woodcarver,
be a medium
through which transformative energy emerges.

May I listen
attentively and well.

May I observe and discern wisely.

May I adopt
an unencumbered vantage point—
both internally and externally—
from which to see the horizon clearly.

May I understand
that there is no such thing
as failure.

May I invite
and remain open to
disparate voices,
knowing that, often,
my best teachers
are least like me.

May I grow increasingly comfortable
with periodic disturbances and penetrating questions,
and maintain a healthy skepticism

of pat answers.

May I know when to lead,
when to follow,
and when to get out of the way.

May I laugh heartily and often—
especially at myself—
and may I enthusiastically celebrate
the success of others.

Whenever I act,
may I act nobly—
with care,
compassion,
respect,
and grace—
and without expectation
of outcome.

May my presence
be a liberating force.
May I seek and hold,
but *not* hold on to,
a *safe* space—
where *all* are seen and heard,
unlocking barriers to passion,
and unleashing the vitalizing forces
of creativity and courage.

Finally, today,
let me go gently,
gently down the stream—
leaving in my wake
only love…

Tom Soma
31 March 2011

Images of possibility vs. predictions

We began to articulate new images of possibility—more of the future we believe is trying to emerge. The visual image of people working at round tables became a metaphor for thinking and acting in new ways. With no "head" of any table, all voices were important and the stories each brings are powerful and must be held gently.

These images are born of some fundamentally valuable compass points (ideals) of integrity, respect, dignity and freedom – ideals that few would intellectually argue against, yet all too often recognize are buried by metrics, science, and technique because "we don't have time for that" now.

We must be willing to walk into the disruptions we see on the horizon. So much personal and organizational energy and resources are consumed—often unconsciously—trying to prevent these disturbances to our status quo. We envision that there are strong forces pushing at us (as if in some downward representation in the graphic below) while concurrently there are many other forces pulling us. Where and how these forces intersect creates a punch, a breakthrough, an opening for change. Unless we are willing to be disturbed, we will miss moments of opportunity for even greater impact.

Tall Tales
(Conversation 2011, Day Three)

Wake up!
The future dawns!
Isn't it amazing…!
Can you imagine…!

I have so much to learn
today!

The way forward may be uncertain,
but the ground we share is hallowed.

Tell me your story,
please—
that I might begin to learn.
I need to keep becoming
what I need to become…

Tell me your story,
please—
nourish me with your words,
enlighten me with your experience—
not to heal me,
but rather,
that I might advance
my own healing…

Tell me your story,
please—
remind me about dignity,
show me what's possible,
point me to that "better place"
on the horizon…

Tell me your story,
please—
share your laughter
and your tears,
compel me with your questions.
I long to carry
the gift of you
with me…

The future dawns…

I am awake!

The way forward may be uncertain,
but the ground we share is hallowed.

Tell me your story,
please—

I promise
to hold it
gently…

Tom Soma
1 April 2011

Authentic cross-boundary collaboration and creating flexible networks

We view boundaries not as barriers but the places where neighbors meet and where discovery begins. We believe the future will increasingly reward those who find "openings" along the boundaries of organizations, communities, and sectors in order to pursue societal change and to focus the leverage that philanthropy provides. Being authentic throughout means letting go of the myth of control. It means navigating through change, risk, uncertainty and loss as you look for the opportunities and the sought after impact.

In the future we envision, individuals and organizations will converge to achieve bigger results (than they could if only acting alone), then ultimately disperse to converge again with different individuals and organizations. Movement in this direction will pull leaders to think and act organizationally and individually as one member of a constantly evolving network.

Cross-boundary/cross-sector collaboration (for-profit, not-for-profit, public) will become commonplace in this future. We will move further away from the common (Western?) sense of competition in everything to flexible networks among those interested in sparking some big "shift" toward human and planet well-being; where private, not-for-profit, and public entities push for purpose and profit, to make us better people on a sacred and saved planet. Individual leaders who move in this direction will operate from a deep sense of trust and presence, courage, creativity, and reciprocity—all while honoring the legacy of their own history and evolution. Doing so becomes a constant reminder of the power of relationships—*inter*relationships—as the currency of commerce and change.

Deepening our own *learning* resilience

As in every previous gathering, we recognize our adaptability our focus on what we must learn *and* what we must do. Learning takes times and takes many forms. Sometimes it is intentional and purposeful; other times it is situational and sporadic. Learning resilience is a byproduct of an open mind, an open heart, and open will.

We see the power of asking ourselves, "What do I need to learn (and/or do) now to shape the future at each of the four levels we outlined?" There is a shared sense among us that we see our own responsibility in all of this. Being authentic—not just trying to be—authentic is an important distinction. Increasingly, our work may be in: a) modeling the language and behavior we want others to emulate; b) asking bigger questions more often…What's the opportunity to impact the bigger global context (vision)?; and c) working to evoke healing in people – symbolized by what one participant shared he'd learned recently from a Masai person working with his organization. This person translated a traditional Masai greeting into English, where it means "nourish me with your words." Can you imagine if each of us spoke only that which nourished others with our words?

Turning to wonder
(Conversation 2011, Day Four)

When true simplicity is gained,
to bow and to bend
we will not be ashamed.
To turn, to turn,
will be our delight,
'til by turning, turning,
we come round right.
-- Old Shaker hymn (Simple Gifts)

Shhhh…
Listen…
Let go…
Gently, gently…
What do you hear?
What do you *feel*?

The world
is *ever* in motion.

There is an energy
around and about us
that we don't necessarily understand
and can't quite articulate—

but we can *feel*…

Shhhh…
Listen…
Let go…
Gently, gently…
What do you hear?
What do you *feel*?

"World changers"
are self-changers first.

We progress—
we lead forward—
not by leaps,
but by small steps.

Power emerges
from spirit…
from intention…

Shhhh…
Listen…
Let go…
Gently, gently…
What do you hear?
What do you *feel*?

What is important?
How do you prepare
for a time of surprise?
Turn, turn,

turn to wonder…

Shhhh…
Listen…
Let go…
Gently, gently…
What do you hear?
What do you *feel*?

My present to you—
to the world—
is my *presence*…

Remember how things grow…
All we need is here…
It's *all* important…
The greatest promise exists in the smallest seed…
We can feed each other…

Shhhh…
Listen…
Let go…
Gently, gently…
What do you hear?
What do you feel?

Tom Soma
2 April 2011

Leaning into the future

Unlike chemical reactions caused by the introduction of a catalyst, leaders who work to bring about change are themselves changed in the process of creating the reaction. Sensing the future is now—not only some distant and ethereal moment in time forward—we characterize the leader position as "leaning into the future," to live and to keep becoming what we will become. This concept of continuous and purposeful adaptation replaces the soft notion of "the future" requiring some sharp, 90 degree turn onto some clearly delineated road at some precise moment. Instead, our "way" forward is intentional, resolved, and hopeful as we look for how the pieces of this future come into a clear(er) whole.

Clarity around why you are here is essential, as is the courage to listen and lead from one's passion and source of energy. The ideals of integrity, respect, dignity and freedom have inherent value and importance in gaining the clarity each of us needs. This clarity feeds our passion and energy and fuels our creativity and courage to act beyond the safety of our traditional sphere. If we are truly on our way to a global village, where and how do we produce right action to lift up collective impact in our world?

The last lines of Wendell Berry's poem, *The Wild Geese*, closes this summary, just as it did our time together at *Conversation 2011*:

And we pray, not
for new earth or heaven, but to be
quiet in heart, and in eye
clear. What we need is here.

Catalyzing the Future: A Promise of Receptive Leadership

Our Hilton Head Affirmation

The future dawns.

We prepare by turning to wonder.

We understand that we are part of a current that began long before our arrival and will continue long after we depart. We do not control its course—so we must learn to flow with it.

We believe that world-changers are self-changers first. We lead not mainly by leaps, but by small steps. The way may be uncertain, but the ground we share is hallowed. All we need is here, and it's *all* important. The greatest promise exists in the smallest seed. We belong to each other. We can feed each other.

We feel an energy around and about us that we don't necessarily understand and can't quite articulate—but which we can increase and extend by our *presence*.

We recognize that power emerges from spirit, from intention.

United by a sense of responsibility, and a desire to improve the landscape, *we commit* ourselves to dropping old baggage, opening fresh eyes, and finding new ways to examine, reflect, and shift.

Further, *we pledge* to:

- Take the long view, adopting an unfettered vantage point from which to see the horizon.
- Round the square tables, holding safe spaces where all are seen and heard.
- Listen attentively and well, inviting and welcoming disparate voices.
- Observe and discern wisely, knowing that some of our best teachers are least like ourselves.
- Perceive that there is no such thing as failure.
- Be worthy of trust, deeply reflective and authentic, flexible, humble, and grateful.
- Remind others of their dignity and hold their stories tenderly.
- Laugh heartily and often, especially at ourselves.
- Act nobly—with care, compassion, respect, and grace.
- Plant seeds, confident that they will germinate and blossom in their own time.
- Become a liberating force, unlocking barriers to passion and unleashing the vitalizing power of creativity and courage.
- Go gently down the stream, leaving only love in our wake.

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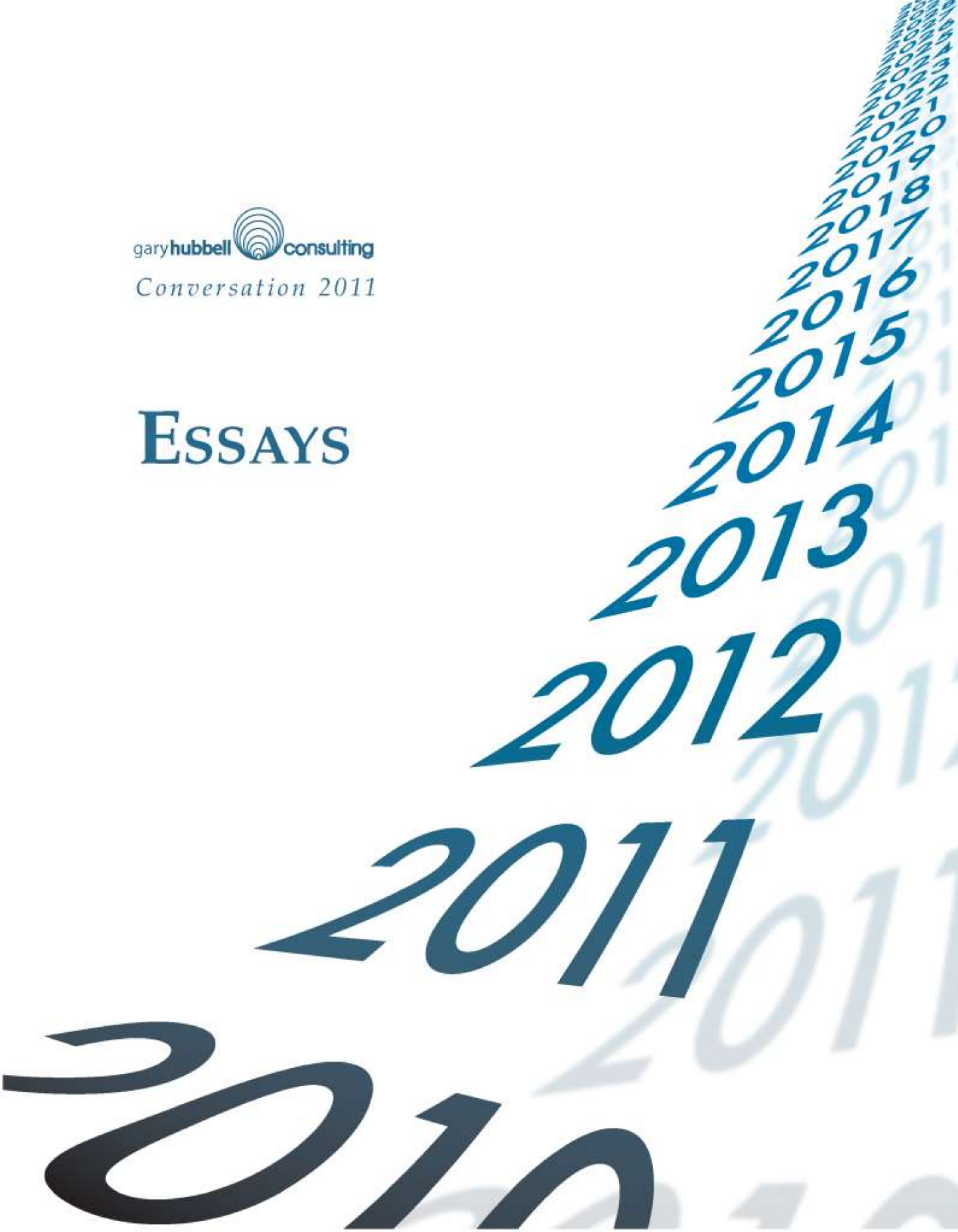
Essays



Participant Bio

Marv Baldwin

CEO, Foods Resource Bank
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http://www.foodsresourcebank.org

Marv Baldwin has served as President and Chief Executive Officer of Foods Resource Bank (FRB) since February 1, 2005.

"In Marv Baldwin our search committee has found just the individual FRB needs to make our Christian response to world hunger achieve its growth potential," said Susan Ryan, past chairperson of FRB's board of directors and chair of the search committee. "He is a young man of vision and strong spiritual values. At age 39 he has the leadership ability, integrity, energy, business experience, and passion to drive FRB's impact on world hunger for many years."

FRB, a faith-based non-profit organization, funds overseas food security programs ("helping people from the world's poorest villages feed themselves") from the sale of crops raised by U.S. community growing projects. Smallholder farmers and their families move toward food independence with dignity, while American volunteers, motivated by a desire to help others, discover that working together for a greater purpose enriches life in their own communities. Marv's initial experience with FRB was as a growing project leader.

Prior to joining FRB, Marv Baldwin was a district sales manager for Nalco Company's water treatment technology, where he excelled in achieving organizational goals and proved himself a skilled leader and team-builder. He is a dedicated volunteer himself, and knows how to motivate others to do the same. Wherever he and his family have lived, they have been fully involved in local church life and community-improvement projects. While living in California, Tennessee, and Illinois, Marv spearheaded fundraising and community outreach efforts—whether to build a new church or restore an old one, whether to rebuild a child development center or organize community growing projects for FRB. He views his assignment with FRB as an opportunity to do more of the same, but with national and worldwide impact.

A graduate of Hope College in Holland, Michigan, Marv resides in Western Springs, Illinois, with his wife Amy and their three children.

This is Marv's third *GHC Conversation.*

Facilitating the Unwinding of the Old; Ushering in the New

We must have the courage to face an unknown future.

By Marv Baldwin

We must be willing to think about what might occur and think about what our role could be in ushering in a preferred future. No matter our backgrounds, we have a common charge. It is up to us to do our part to create the framework and structures for a better future for our children & grandchildren. The Iroquois traditions charge us … for the next 7 generations!

Just because we go through a difficult situation, it doesn't mean that the future is predetermined. The future is very much in our hands, in our actions.

- Sogyal Rinpoche,
Tibetan Buddhist Monk

So, first we must think about what a preferred future would look like. Take a moment before you read on and state what a preferred future looks like for your children, grandchildren or for future generations. Picture the year 2050 and state what that looks like. Think about politics, economics, social issues, spiritual paths, education, opportunity, population, agriculture, manufacturing, service, environment, etc. This is not an easy charge but we must do it, if we dare try to act in this time for a better future.

In my Christian faith tradition, we pray, "thy kingdom come, thy will be done on earth as it is in heaven." In essence we are praying for heaven on earth which is a bold thing to do and yet, we do it, often. For one who considers himself a Christian, we must confront our own faith each time we say this.

Therefore do not worry about tomorrow, for tomorrow will worry about itself. Each day has enough trouble of its own.

- Jesus

Do we really believe that "heaven on earth" is possible? Are we doing all we can to usher it in? Do we accept that, based on our faith, God has left humans in charge and that we have the power, the strength, the where-with-all that we need to change the world for the better? Heaven on earth? Really?

I have come to view this as possible, in fact, I see it as our destiny. It is not pie in the sky, it is occurring in this moment. Our problem is simply this… we are looking for the wrong things to affirm the vision. We often view the emerging future as a threat to the status quo that we may not always like but we know and thus defend. It is our human tendency to resist change.

Recently I have heard people say things like "our children's quality of life will be less than ours." I think we need to respond, "what is your quality of life based on?" "What will our children's quality of life be based upon?" This is an area that I see shifting and moving toward a new place.

Our recent past, particularly in the western world, has pushed us toward a preferred future based on financial position. Our preferred future will be based on a wide variety of elements, one of which is financial position. (An aside …we have wrapped up the "American Dream" into a package that includes economic wealth and financial security, nearly to the detriment of everything else. I'm not suggesting that it shouldn't be part of it but certainly only part. The American Dream, our assets are so much greater than financial. They include government by the people, innovation and entrepreneurialism, freedom of expression & religion, equality before the law, opportunity for all people, openness to a variety of cultures and traditions, etc. This combination comes together in a most powerful way as long as we don't simply try to place a dollar value on them.)

"Without vision, the people perish." As much as I think this is true, it is still difficult for me to start making claims about what the future ought look like. I have attempted to point some markers that I think will encompass our future.

With the new road for Egyptians emerging, we might be reminded that the good road to the future may also be a rough road. Part of the thing we must all be willing to do is envision the future without having all the answers of how we might achieve it. Further, we must be willing to persevere through some difficult changes and challenges if we hope to see a preferred future for future generations.

I Envision a Future…

- where people work together to better their families and communities
- in which people are present in the moment with one another and yet conscious of how current activities may affect the future
- that stops looking for differences and problems and starts to look towards alignment (not agreement) and assets
- in which people from all backgrounds respect one another and look to each other as sources of encouragement rather than as threats or in distain
- that encourages innovation and creativity and allows that people may make mistakes and try new things
- which brings peace to all people and allows people to have dignity in their homeland
- where who we are is just important as what we do or accomplish
- where people do not harshly judge one another
- where people share readily with those in need
- where work is embraced and lauded
- when peace reigns and when people are satisfied and empowered by that peace
- when people do not look for problems to magnify or dramas to create
- where people use what they need but not anymore and leave things better than the way they found them

> *In every deliberation we must consider the impacts on the next seven generations.*
>
> -Iroquois Great Law Confederacy

… as we accept and embrace the emerging future.

The shift occurring in our time is disrupting the status quo and it is putting us on an arc toward a more just future. It is undermining materialism, status quo power structures, and hierarchy as we have known it. To most people in the western world it is unsettling. Some speak of welcoming in a new day and time but most fear the changes that these changes will bring.

Will we help usher in the new world we envision or will we attempt to undermine the arc which is our future to maintain our comfort with the status quo. Will we be able to allow ourselves to participate or will we, like Moses, be confined to the desert knowing that others will visit the "promised land" someday?

Will we be the generation that invites this change and helps usher it in or will we suffer the pain that will occur as we fight to hold on to the alluring past we so often adore?

We are heading toward greater justice for all people. It is our destiny. So are we willing to start proclaiming it and working with the arc that is inevitable or will we continue to try to maintain our position?

We can have worldwide justice (our preferred future) in our hand today if we release the status quo that we think we need and thus need to protect. Are we willing to be changed?

POSED BY OUR OWN FRAMES.

We have frames that drive us internally. They may be strong-lens "glasses" that affect our views on the world such as; we're capitalists, don't want to be taken advantage of, are victims or are in control. They guide us to simplify things or look at things from a community first perspective, the list goes on and on….

Further, they blend together in different ways and ultimately affect every moment, every decision.

The story of the fish trying to explain the water in which he is swimming perhaps best exemplifies the dilemma in which we find ourselves. It is important to try. One of the most important things we might do as humans is to explore and attempt to articulate some of the basic frames that undergird everything we feel, think, say and do.

For the past 2000 years we have lived with a frame that is going to become undone in many of our lifetimes. We have lived in the frame that our world population will forever grow. Today we have approximately 6.8 billion world neighbors and our population is still on the rise. Yet, things are changing radically because education and contraception have become much more available to women. Communication to young women is much more available and thus, women are having fewer children. This is quickly bringing us to the end of world population growth. This is a change in a framework that will affect every aspect of life and thus, how we might approach it.

Our frames are survival at their most basic level. They give us the basic info we need to make decisions and take actions on a daily basis. We have even come to the point of being able to defend them when other approaches and ideas threaten to undo them. Perhaps that is the best way to recognize them.

There are also other more primal responses that maintain our frames for us. Our desire for drama and mental exhilaration can lead to our defensiveness about our frames. Conversely, our frames set up arbitrary rules about who we are or how we think that can stoke the fires of mental response and reaction vs. cognitive thoughts and reasoning. Our brains are often hungry for simplicity and clarity, looking at things as black and white, on or off, etc. allowing our primal brain to be satisfied.

Our language of division is an example of the need we have for drama. In the world of philanthropy, we have simplified donors and benefactors, the needy and the rescuers, the victims and villains, without a second thought. These extreme positions provide a "food" that our primal brains crave.

In our daily conversations and interactions, we often push issues to extremes to get the fuel our brains need. Our current political climate in the US is a societal example of bowing to extremism. Although most people are fairly centrist in their views media knowingly and unknowingly gives us the extreme slant we desire to feed our brains what they desire.

Pointing to a New Language

As the future emerges with all the information and ideas available to us as they have never been before, with all cultures closer and our world shrinking through communications and travel, we see new ways of communication emerging that will bring about even newer ways.

A path for communication that seems to be emerging is what I will term "wisdom words." Although this sort of communication has been taking place for centuries in various forms, we will begin to recognize it anew as we move into areas that require complex thinking and multi-disciplinary approaches.

Wisdom words speak to truth rather than being true per se. They convey the deeper meaning of things and convey the complexity of people, organizations, interactions, systems, ideas, etc.

The problem with this new, yet old, path is that it is built on a fragmented frame. Our languages tend to bring about categorization, by necessity and point us into areas of specialty. This is not a bad thing but it creates a language of limits whereas the language referred to here, does not.

It seems that the "language" I point to is at least partly built upon storytelling and the complexities, yet simplicity that that brings. It is built upon seimetics, the study of the use of signs and symbols to communicate ideas. It is built on the idea that we embrace complexity,

no one person knows what everyone knows

-Clay Shirkey
Author of "Here Comes Everybody"

understanding that to accept complexity is to also accept only partial understanding.

It is no secret that the internet brings about opportunities to collaborate like never before. Yet, it seems we have not yet begun to tap the potential due to the old language barriers, hierarchies and silos we all work within. Many have begun to tap into communications in new ways. The new frontier will be exciting, uncertain and scary.

It is up to us to begin to think differently in order to utilize communications to usher in the changes that might bring about greater justice (Egypt as an example). In the case of materially poor people in our world, these new communication technologies offer opportunities for people to live “off the grid” and yet still allow an ability to “assemble” and work together in collaboration. Although the opportunities associated with these new technologies are obvious, our historical frames about communication, and the hierarchical approach to it is keeping us from fully realizing the potential!

This new language will be born, emerge perhaps, because of our desire to communicate more information or to communicate in deeper ways.

In my work, I often use farmers as an example. Farmers deal with a complex set of inputs; markets, technology, environment, people, business, equipment, soil quality, etc. The complexity often defies our limited ability to deal with the variety yet each day farmers make decisions and take steps forward to grow a crop, raise animals, etc. Much of our effort to communicate is expended in trying to explain that complexity in a way which is satisfying. The explanation in itself leads to false descriptions which emphasize certain parts of the whole but never fully recognize the complexity of the farmer, the farm and the organic process taking place.

There is a “wisdom word” or symbol or something that could in an instant covey all that the previous paragraph attempts to convey which we could actually understand and use.

This is the new language which is emerging in our time.

CONCLUSION:

What does philanthropy’s role need to be to best serve people and communities as we experience this emerging future?

To facilitate the unwinding of what is; to help usher in a preferred future.

PARTICIPANT BIO

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Shari Scales serves as Vice President for Advancement at George Fox University, a private Christian college nestled among the rolling vineyards of wine country in Newberg, Oregon. She served as executive director of neighboring Providence Newberg Health Foundation for eight years prior to joining the GFU team in 2009.

Shari's career in development began in 1992, and by 1996 she accepted her first leadership role. She started with the Legacy Health System in Portland, where she served as director of development for three foundations. In the late 1990s, she was assistant director of development for the Society of Jesus–Oregon Province. While at Providence, Shari successfully led a multi-million dollar capital effort to fund the construction of Providence Newberg Medical Center, the nation's first Gold LEED certified hospital.

Knee-deep in a $40 million campaign readiness study, Shari's top priority now is repositioning the advancement team for optimal performance in a dynamic philanthropic environment. She is calling upon everyone from gift officers to gift entry specialists to the President to be the vision-casters and philanthropic facilitators needed to foster deeper connections among alumni, parents, students and others in more meaningful ways.

Shari is indebted to early mentors who helped shape her skill and approach in development, among them, Gary Hubbell. As a result, she has developed her own passion for mentoring others, from peers in professional organizations including the Willamette Valley Development Officers and the Association of Fundraising Professionals, to her two sons, D.L. (8) and Diego (3). "The highest honor granted to me by God has been that of mother," she says. "Finding the balance in being Mom to my two boys while serving in a leadership role at Fox is a challenge I prayerfully accept. God has incredible plans for each one of us and I am honored to help others, especially my own family, discover their unique calling in life."

This is Shari's third *GHC Conversation.*

WHAT IF: A LEAP FORWARD INTO THE PHILANTHROPY OF 2030

By Shari Lynn Scales, CFRE

As I've sat mulling over this essay topic since last fall, a consistent thread of discontent has permeated my creative thinking and writing. How can I possibly think about the future of philanthropy—2030 to be exact—when I am not even sure about the philanthropy of next week? But the very question begs attention as I take my place in line with other impassioned non-profit leaders who understand that what we are doing is bigger than any one of us, that what we are doing matters. So, in that vein, we *must* answer the question: What *will* philanthropy look like in 2030? It is up to us to take a good, hard look and delve into conversation about this very poignant subject.

WHY PEOPLE WILL GIVE IN 2030: A HYPOTHESIS

In our attempt to ascertain the direction of philanthropy in the next twenty years, we must first throw out what we've come to know as the primary motivations for giving. I argue that, in the next several decades, the reasons why people give will change. We are in a "new normal" that is permeating our every action—from what we eat, to how we live, and why we give.

A decade ago, Independent Sector surveyed individuals who lived in contributing households, asking them a series of questions about why their household made charitable contributions. The respondents' reasons for giving comprised the listing on the left in the table below. [1]

[1] Independent Sector; *2001 Giving and Volunteering in the United States: Findings from a National Survey*; 2002; Washington, DC

Specific Reasons for Giving in 2001 (Independent Sector)	Reasons to Give in 2030 (Shari Scales)
They wanted to get an income tax deduction.	They want to be engaged in something meaningful.
Something is owed to the community.	Our world's ability to survive and thrive depends on it.
Those who have more should give to those who have less.	People understand the power of conjoined gifts to eliminate difficult challenges, solve complex problems and achieve greater good,
Their religious obligations or beliefs encourage giving.	Philanthropy is at the center of their moral biography.
They were personally asked to contribute.	They come to understand and are invited to reach their charitable aspirations.

Let's begin to unpack this hypothesis and talk first about the tax implications for giving. I firmly believe that by 2030, people will no longer give because of tax benefits. There may be none by then. The economic volatility that has permeated our lives in recent years is shaping turn-style decisions that Congress so readily transforms into law without fully addressing the implications on our country's non-profits. As U.S. citizens, we're not sure from one moment to the next whether and how our gifts count against the tax roles. As non-profit leaders, it will become up to us to lift up the more meaningful benefits of giving—spiritual fulfillment, emotional wholeness, a purpose-filled life, and global survival.

Consider the recent visit by two of our nation's top philanthropists—Microsoft founder Bill Gates, and venture capitalist Warren Buffet—to China in September 2010. The concept of philanthropy is largely non-existent in China, yet this is a country whose economic prowess has grown exponentially in a relatively short period of time. While some of China's billionaires turned down the invitation to meet with the two for fear they would get hit up for big donations, the dinner did attract 50 of China's ultra-rich to listen to the third richest man in the world and the chief of Berkshire Hathaway talk about ways to give to charity if, of course, that's what the Chinese wanted to do.[2] By 2030, the "if" may not be an option. Imagine the positive global impact that a partnership between the wealthiest in China and America could have should the wealth be shared.

[2] Ward, Clarissa and Enjoli Francis, "Gates, Buffett Talk Charity With China's Wealth," http://abcnews.go.com/WN/gates-buffett-talk-charity-chinas-wealthy/story?id=11765965; Sept. 30, 2010

Is there an App for that?

Customary to the start of every workday, I sit with my CPU, sip my morning java, and sift through the mountain of electronic messages that gather and clog my IN box between midnight and 7 a.m. Earlier this week, among the superfluous SPAM was a subject line that read "New Matching Gift App for Smart Phones." Why not? Several on my own advancement team have been asking for more immediate ways to close gifts when they sit with donors, at least the ones who are more technically savvy.

So…what if by 2030 every mobile device connected instantly to Apps that told us that another family just became homeless and that we need only 20,000 clicks to rectify the situation—along the lines of a "GPS for the needy"? Or, how about an App that would engage seconds after a natural disaster, instantaneously gathering troops of volunteers, containers of supplies, and hordes of gifts to respond before more lives would be lost? What about an App for a one-year-old struggling for life because she was born with a malaise that now requires a rare transfusion to save her? Surely, among the world's 6 billion inhabitants, we can find just one willing to help. Surely in our technologically advanced, digitally managed world, the ability to create global impact through philanthropy will become ever more instantaneous.

A young software engineer, a graduate of George Fox University, visited with me recently, wide-eyed, filled with ideas, and ready to take action on subjects about which he is most passionate. As we've begun testing the readiness of our teams, our institution and our donor base to embark on the University's largest comprehensive campaign in history, recent interviews with constituents revealed an innate desire for more meaningful engagement outside and beyond their checkbooks, to inspire and transform lives—their own as well as those the organizations they love are impacting. What if a global convention of young software designers and entrepreneurs transformed work-to-live to work AND live and created split-second apps that could instantaneously connect people from across the globe to fight for and win an immediate cause?

And while I'm on the topic of young people, might I suggest that today's middle and high school personal finance classes included a segment on charitable tithing—a notion not simply tied to one's center or place of faith—but a matter of course in human survival: pay the rent, save for a house, budget for gas and groceries, and give to the local homeless shelter and World Concern every month.

GETTING THERE FROM HERE: LEADING FROM THE FUTURE

There are times of wakefulness and sleep in nature, in history and in people.[3] We find ourselves amidst a time of extreme wakefulness (and abundant sleepless nights) as the incidents making daily headlines press and stretch our humanness in ways never before imagined. Where is our place in all the chaos? Otto Scharmer, in his revolutionary book *Theory U*, suggests we must not only lead from where we want to be—what he refers to as an evolution of consciousness of self—but we must get others to see that future as well.[4] He argues that leading from the future requires a synthesis of three investigative angles: science (data); active research (let's tinker with the data); and a deeper consciousness of self (intuition).

In the philanthropic world, then, this means major giving becomes not merely both science and art, but science, art, and an evolution of consciousness. This deeper level of consciousness or intuition demands that the non-profit leader react and respond concurrently in real time and down field, bringing clarity to the purpose and potential of the fund-raised gift—for their teams, their boards, and their donors. Scharmer argues that we will not meet the challenges at hand or ahead if we do not change our intuitive condition[5] --in other words, go deeper.

Leading into the future of 2030, it is our donors and potential donors who will become the ultimate beneficiaries of our sharpened intuitions. Paul Schervish, in his essay *Religious Discernment of Philanthropic Decisions in the Age of Affluence*, argues that what curtails greater charitable giving is the wealth-holder's lack of clarity about not only their financial potential, but their charitable aspirations.[6] He further argues that a greater level of philanthropic discernment "will increase the probability that something will occur that has never before been possible in history: a level of wealth that the world has never seen before will accomplish what the world has never been able to do before."[7]

Couple Scharmer's dimension of a deeper consciousness of self with Schervish's theory of philanthropic discernment and you begin to visualize the very real potential of giving in

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[3] Bonhoeffer, Dietrich; *I Want To Live These Days With You*; 2007; Westminster John Knox Press, p. 23

[4] Scharmer, C. Otto ; *Theory U: Leading from the Future as it Emerges*; p. 16

[5] Scharmer, p. 17

6 Schervish, Paul G.; "Religious Discernment of Philanthropic Decisions in the Age of Affluence," in *Religious Giving for Love of God;* Smith, David H., Ed.; Indiana University Press, Indianapolis, IN, 2010, p. 125

7 *ibid*, p. 127

2030. Honing one's intuitive skill and ability demands that a leader enter into a continual process of discernment. According to Schervish, discernment is a process of decision-making in all realms of our extraordinary and ordinary choices.[8] The truly discerned, intuitive philanthropic leader can develop a relationship-building plan whereby "discerned philanthropy" is the outcome—where extraordinary opportunities are offered, and donors who aspire to enter into those opportunities make extraordinary choices. It is our responsibility to illuminate our donors' potential for them, to bring clarity to their aspirations, and to share in the future of philanthropy with each other. In a recent article, "Philanthropy Gets A Makeover", philanthropist and Schnitzer niece, Kathleen Lewis, says donors and non-profits share equal responsibility for the future success of philanthropy.[9]

In the midst of planning for what will be our university's largest and most comprehensive campaign in its 120-year history, and only having set foot merely on the campaign planning trail, we're already developing strategies to approach this campaign with the next in mind. Asks are not made without thinking downfield. Visioning with our best donors becomes a conversation that is ongoing – one that demands lasting engagement, and in which deeper discernment is fostered.

This "Conversation" group is no different. There is something magical about convening a handful of nonprofit leaders and sticking them in a room with an issue to tackle and blank pages on which to attempt to solve, or at least get at the "why." Like ripples in a pond once the pebble is thrown, we will depart from this place carrying new insights, renewed passion for our work, deeper understanding of what leading from the future means, and will bring the ripples with us and thus, lengthen and broaden the conversation at hand. We leave this place connected in ways that a mere three days earlier, did not exist.

Now imagine taking this same conversation and broadening it to include with the non-profit leader, President, Board leaders, and an institution's closest philanthropic friends. What we know as the "ask" will take a very different turn, at least for those who are considered our closest, major donors. Sitting in conversation with the president, a science professor, two philanthropist couples, and a trustee to envision the place everyone has at the table to problem-solve will become the norm. Hanging out will replace the intro, proposal, Q&A, ask and close.

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8 *ibid*, p. 141

9 Row, D.K., "Philanthropy Gets A Makeover" in *The Oregonian*, Sept. 26, 2010; Oregonian Publishing Co., Portland, OR, pp. O4-O5

When Bill and Melinda Gates set out to create the Gates Foundation in order to address and potentially solve the world's greatest health challenges—I don't imagine that the world's top health organizations arranged appointments with the billionaire pair and individually asked them to put their charity at the top of the priority list. Rather, the Gates' realized that with that with that much wealth, philanthropy comes as an obligation. My sense is that it is a joyful obligation.

The point I am trying to make here is that our conversations with our major donors—with us as leaders leading into the future, at the top of our game with our intuitive consciousness—our conversations then go much deeper. The ask never comes up. It becomes a matter of course. Philanthropists will give because it makes sense—at the very core of who they are as human beings. Leading into 2030 with a belief in that simple premise, gives us part of the answer we are looking for. The rest is up to us.

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Gary Hubbell Consulting *Conversation 2011*

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Mary is a leader in the faith and health movement. Currently she is president of Vesper Society, a small, faith based operating foundation located in San Francisco. Vesper Society promotes social justice locally and globally, with a major emphasis on equitable access to health care for populations on the fringe of society. Currently we are involved in six project areas, including those in healthcare, religious pluralism, and the development of youth and trust in a community. Geographically the partners are located in South Africa, Chicago, IL., and one in the San Francisco Bay Area. Vesper seeks to protect human dignity and enhance human potential in all that we do and in whatever geography we work.

Prior to leadership of Vesper Society, Mary initiated, implemented and rooted the community benefit function within Fairview Health Services, a large health care system in Minnesota. When she completed her Master's in Healthcare Administration at the University of Minnesota in 1991 Mary joined the Fairview organization. There she was given the resources and support to develop a highly regarded community health and church relations function for the faith-based health system. She developed a "System Approach to Community Health," which was immediately approved by the Corporate Board. From there she went on to develop out that function in all seven Fairview care systems throughout Minnesota. Two years before she left Fairview, Mary also was Executive Director of the Fairview Foundation.

While Mary was in Minnesota she began a long, established working relationship with others in the faith and health movement. Specifically she has worked with Dr. Gary Gunderson over the past twenty years to further that work. They established the Faith and Health Consortium in Minnesota and went on to found, with others, the African Religious Health Assets Programme, based in Cape Town, South Africa.

Mary spent many years as a registered nurse, with a Bachelor of Science in Nursing from Pacific Lutheran University. She managed to take about a dozen years off, raising three lovely, capable daughters and spending many hours in community involvement. When she returned to nursing, it was as a staff nurse at the prestigious Stanford University Hospital.

This is Mary's first *GHC Conversation.*

STRENGTHENING THE CAPACITY OF THE SOCIAL SECTOR

By Mary Olson Baich

When presented with the challenge of writing an essay on philanthropy twenty years out, I rather thought it was presumptuous to think anyone could predict that. So I had a bit of soul-searching to do even before beginning this essay. In addition, I never think of myself as being a philanthropist. I am a healthcare administrator. In my current position I connect what I/we see as healthcare needs/opportunities with underserved people and foundations who need to spend money in that way. It seems that it is more of a business transaction than an effort to provide for the well-being of humankind. However, my personal passion leads me to take a position such as this with Vesper Society, paid less than other positions, but I care deeply for people who cannot access the healthcare that they need to live a productive life. That is my personal soft spot. Some can't even find the water they need for daily living, much less healthcare. Then, being a leader in the not-for -profit world, I work for a Board of Directors which is passionate about doing good. Their vision is of a more compassionate world and they work very hard to define what is needed and what they can do for people who are in need.

My next challenge then was to define philanthropy. I went to school in healthcare. We never had to define philanthropy. So I went to the modern dictionary, Wikipedia, and this is what I found:

> Philanthropy is defined as the effort or inclination to increase the well-being of humankind. It combines two words, *philos* "loving" in the sense of benefitting, caring for, nourishing, and *anthropos*, "human being" in the sense of humankind, humanity, or human-ness. *Philanthropia*, loving what it is to be human, was thought

to be the key to civilization. Early on in America it was connected to Christian ideals, especially by the preacher Cotton Mather, who in 1710 published a widely read American classic, an Essay to Do Good.

The philanthropic spirit and practical necessity of voluntary associations moved west with the frontier throughout the 19th century, thus reinforcing the 'philanthropic and democratic'development of the American character. All of private education and religion in America have been necessarily philanthropic. Every reform movement in the history of the United States, anti-slavery, women's suffrage, environmental conservation, civil rights, feminism, and various peace movements, began as philanthropic voluntary associations. Many were, or were regarded as, counter-cultural and even outrageous when they first arose, but all were private initiatives for public good focusing on quality of life." [10]

Purposes of modern philanthropy are much debated. Some equate it with benevolence and some equate it with charity for the poor. Others hold that philanthropy can be any altruistic act that fulfills a social need that is not served, is under-served, or is perceived as such by the market. Some believe it can be a means to build community. It is a known fact that when communities see themselves as being resource rich instead of asset poor, they are in a better position to solve community problems. Some believe it is a tribute to oneself and self-aggrandizement as shown by the prevalence of self-titled foundations.

Philanthropy responds to either the present or the future needs. The charitable response to an impending disaster is an action of philanthropy. Responding to future needs, however, draws on the donor's foresight and wisdom, but seldom recognizes the donor. Use of the word has settled into the categories of philanthropy and charitable giving. Philanthropy applies mainly to wealthy persons, and sometimes a trust created by a wealthy person, usually with a particular cause or objective targeted. Charitable giving typically plays a supporting role in a charitable organization initiated by someone else. Many non-wealthy persons have dedicated substantial portions of their time, effort and wealth to charitable giving. These people are not typically described as philanthropists because individual effort alone is seldom recognized as instigating significant change. These people are thought of as charitable workers.

For my essay, I would like to focus on the practice and promise of philanthropy in 2030. As we consider the future of philanthropy, I believe the industry (if you can call it that) will

[10] Wikipedia references retrieved January 9, 2011, from: http://en.wikipedia.org/wiki/Philanthropy

only get stronger. In the next twenty years, I believe we will see the strengthening of the sector. These lean economic times serve to force better business practices, consolidation of resources, and clearer definition of what is needed. In addition, as we have seen global needs for food, healthcare, housing, democracy, safety and education escalating, philanthropists will want to and need to step forward to look for long term solutions. That especially means that we need to focus on access to very basic services that support the leading causes of life for individuals.[11] At a community level, quality of life is dependent on leadership, participation, a sense of belonging, and an increased quality of life for everyone.

I am convinced that as we move into the next twenty years, we must plan for strengthening of the capacity of the sector by good business practices and the promise that change can and will happen. Ways in which philanthropy will mature include some of the following:

A. The Idea of Presence and Accompaniment as Opposed to Strategic and Planned

Usually, the success of social change is noticed and measured in hindsight. While it is going on, there is a great deal of visionary effort by sometimes a few and sometimes a growing body until it reaches a point of public realization of the change. Think of the social change of Martin Luther King, for example. A visionary leader gathers followers and leaders who work together, sometimes connected and sometimes not, and the movement begins to attract followers. As the scale of the effort increases, the changes begin to be obvious.

So if one steps out 20 years and tries to figure out the social changes that will happen, I would say there will be huge changes in the daily lives, role and freedom of people in developing countries. As the availability of education permeates their borders, the people will gradually gather strength and movement towards change. Much of philanthropy these days is focused on improving living conditions for the poor and under-served. Much money is being spent on the prevention and eradication of physical diseases that shorten the life span of many people. Philanthropy these days also focuses on improving the education status of those in so-called developing countries. Accessibility to a good education is a necessity for learning a trade or developing an occupation that pays a living wage. As that continues to happens, we will see real social change. As people feel empowered personally by being able to read and write and obtain expertise in fields where they can make money, then the world will change. We will see a great deal of social change. That is happening right now in South Africa, in

[11] Term from book of the same name, *Leading Causes of Life.* Gary Gunderson with Larry Pray, Nashville, TN, 2009.

Central American, in Iran and Iraq, in India and perhaps in South America, although that is not an area I know much about.

The way that we get to social change will change. There will be an increased convening of institutions around philanthropy that is collaborative. As noted by in "10 for the Next 10" article in the Stanford Social Innovation Review blog,[12] collaboration as a style of work is being promoted both internally and externally with organizations. Rather than have silos within organizations, there are now interest/work groups. No more are there "HR" meetings and "Admin meetings." Work groups are focused around subject areas, such as patient admissions, closing times, attracting visitors, etc. The same is true externally.

The change that is desired is preliminarily defined and a collaborative group is formed to address the issues(s). The collaborators come from organizations or institutions which have, for whatever reasons, possibly philanthropic, an interest in the desired social change. The groups will not go through the typical strategic planning process. That is far too slow and cumbersome. Change will occur as the group designs short cycle action activities that happen in real time and quickly. There will be smaller groups that carry out the short cycle action activities and then a larger group of collaborative leaders who monitor and direct the progress. It is similar to "parenting with presence." Parenting with presence refers to a whole array of literature that suggests time spent with children needs to be of a significant quantity as well as focused quality. Parenting with presence indicates a style of relating that encourages, admires, and provides positive reinforcement to growth activities. The adoption of this approach to work with communities requires a close, supportive, relationship in which the community often takes the lead. The groups need the autonomy to indeed perform the actions needed to grow. Then there is need of a larger group to monitor progress, to help maintain continuity of action, and to provide direction of success, similar to the role of a parent. In this type of management, there is little need for control. The greater need is for experts to ask questions and provide expertise to the work groups as they progress.

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[12] Ten for Ten: Philanthropy from 2010-2020, by Lucy Bernholz, December 20, 2010 at 07:00 am. http://www.ssireview.org/opinion

B. Vision as it Relates to Action

The concept of vision in philanthropy in today's world is often connected to innovation. It challenges how we can bring an old topic forward in a new way. The visionary ideas related to microfinance are examples of this type of visionary thinking. Heifer International would be one example as would the savings and credit groups that Vesper Society is building in the Eastern Cape of South Africa. The idea of saving is not new, but the process of obtaining credit is outside the boundaries of normal financing today. To think that people in villages could obtain credit where there are no financial institutions is a breakthrough idea today. That idea will not be new in 2030.

What will be new (and which may already be on the horizon) is entirely new ways of doing things because of technology. We are being introduced to a bit of that through the banking industry when we can deposit a check to our bank account by using our cell phone. Whoever knew that telephone lines would no longer be needed? Technology changes are happening before we have a chance to adjust to the changes that the actions make. Thus a vision may not be out there. It may only be actions leading to somewhere, but we don't know where. I think this is the case in DVD's available online and stores no longer needed. Many retail establishments are going under because people order on line. Why mail Christmas cards when you can send them on-line? These I mention only to make the point that a vision such as philanthropy usually requires, may, in fact, emerge after the fact. The actions are leading the way.

C. Support for Growth and Expansion

One of the roles for philanthropy is often to capture an idea that makes sense, is practical and easily replicable, such as being able to provide sanitary water supply to villages not connected to any other source of water. Foundations move in and bring innovative projects to scale. Other examples are in the medical field, such as bringing medications and vaccines to remote parts of the globe. I perceive that twenty years from now there will be fewer foundations than we have today but they will be doing very collaborative work. They will bond together, focus on fewer issues and with very good information adapt to working together. I can see pharmaceutical companies working with FedEx type distributions systems, local transportation like fast rail, and workers, perhaps volunteers, distributing the medications locally. The concept of enhancing the wellbeing of humankind will not be any one foundation's effort. But each enhancement will be the joint effort of collaborators who work together for the common good.

D. Shifting Frames

This has to do with evaluation. How will we in the philanthropic community identify success? It will no longer be measured by people served, or medications provided, or self reported stories of success. I think the whole conversation in twenty years will be around the policy changes that need to happen. The actions of change will be so diverse that only outcomes can be measured. Outcomes will be evaluated at the country level by how citizens report their level of satisfaction and well-being. Only at the local level will officials know how many people were served, etc. The nations will be held accountable for the self-reported well-being of the citizens. The Millennium Development Goals have not worked as well as they could have for a number of reasons. They are/were top down developed, so that countries did not have a grassroots role in the making of them. That was a mistake. There is no ownership of goals other than from public health officials. If everyone in a country had a cell phone on which to vote, and after some education were asked to select the top ten things they wanted to work for in their country, I believe we would have had different goals. If that had been done, then we could have looked for country areas of alignment and fostered a process of countries working together who had some similar goal(s).

E. Communicating our Gains

In twenty years, communicating will have had the benefit of a wide variety of trial and error techniques. We are blasted these days with a plethora of communicating techniques whether it is on our cell phone, in the transit station, signs on cars, lights in the night sky, or whatever. Getting the message out there is a far cry from communication. Could it be that communication will return to its oral story status? Could it be that the values that drive human experience will be shared person to person in community rather than as headlines which have very little meaning on the internet? We would no longer be saying what can I do for them, but rather let me hear the story of their accomplishment. Will the shift have occurred where we communicate what we have accomplished instead of the disasters of what has happened? In the end, we want to know if our efforts have contributed to the well-being of humankind, and not the recording of disaster.

It is time for philanthropy to move beyond individual person(s) or groups working with another set of individuals. Philanthropies need to work together, spending more time with the object of their attention, community groups, and less time in insular planning and promoting of their own specific causes. The world needs interaction among sectors so that those younger in their fields receive encouragement and mentoring from those more experienced. In addition those more experiences need to find new ways of relating so that their experience becomes a benefit to others. Work will not and should not continue as usual, but a new practice will emerge.

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Michael VanDerhoef currently serves as President of the Virginia Mason Foundation in Seattle, Washington. The Foundation supports the Virginia Mason Health System which is an integrated health care delivery system comprised of a 336-bed teaching hospital, seven primary and specialty care clinics throughout the Puget Sound region, a skilled nursing facility serving individuals with HIV/AIDS, and an independent research institute focused on autoimmune translational research. Michael is also Vice President for Patient Service at Virginia Mason Medical Center with responsibility for the organization's customer service program, as well as responsibility for Bailey Boushay House, Virginia Mason's skilled nursing facility.

Michael has been a fund raising professional for more than 25 years, and his experience includes both staff fund raising positions at a variety of organizations, as well as 11 years as a consultant to a variety of not-for-profit clients. His experience includes working for and with leading healthcare, arts, cultural, environmental, religious, educational, and social service organizations in the U.S. and Canada. Michael has been President of the VM Foundation since 2002.

During Michael's tenure as President, the Foundation has begun to implement the principles of the Toyota Production System as part of Virginia Mason Medical Center's development of the Virginia Mason Production System. Both Virginia Mason Medical Center and the Virginia Mason Foundation have received national recognition for innovations in process improvements and outcomes, and Michael is a frequent presenter at development conferences in the areas of development operations and strategy, benchmarking and performance.

Michael is married to his wife of 25 years, Patricia, and they enjoy traveling the world together in their free-time.

This is Michael's first *GHC Conversation*.

The Future, Through the Rearview Mirror

By Michael VanDerhoef

Introduction

If we are to learn from and operate from the future as it emerges, we are challenged to recognize the future in the present. And therefore the greatest challenge is to thoughtfully separate the future from the present in the current moment so as to build the future without the encumbrances that are the present and soon will be the past.

Ironically, learning from the future may actually involve looking behind us…at the generations who will become our colleagues and eventually our successors.

I believe the children are our future…

This well-worn line from a song made popular in the 1980's expresses a simple truth – that the generations who follow us represent the future. And while this has always been so, it is hard to believe that any previous generation has had the transformational impact on society and philanthropy that the generation born in the 1980's and 1990's will have on our future. This is likely to be true because few, if any, generations have experienced greater change in terms of the magnitude and breadth of change – societal, cultural, technological and global – during their formative years than this generation. This generation has been shaped by such monumental events in all facets of life – from multiple stock market rises and crashes, to the accelerating advance of technology into our daily lives, to political unrest and wars around the world, to 9/11. In the year 2030, this cohort will be in the middle of their lives and careers. Their personality and behaviors have been fashioned as a response to the world around them, and their unique perspective and behaviors will dramatically affect many of the core principles and societal norms that have defined and supported philanthropy for decades.

Hello My Name Is:

Generation Next

Having been born at the turn of the millennium, this group is commonly referred to as Millennials, or Generation Next. So what makes the members of the Generation Next so distinct? For starters, they have been born into families with the lowest parent-to-child ratio in U.S. history. They have been referred to as the "Look at Me" generation due to the high level of attention given them by their parents. Complicating this generation's family dynamic is the fact that nearly 40% of this generation has been raised by divorced or separated parents.[13] It is not hard to understand, therefore, that this group has also expressed at an early age their desire to stand out as individuals as evidenced by their markedly higher likelihood to get tattoos and body piercings,[14] as well as the significant percentage (20%) who have posted a video of themselves online.[15]

Gen Next is highly educated, and have grown up in a more diverse population than previous generations.[16] They are therefore more tolerant of differences, more likely to have diverse networks of friends and acquaintances, and more liberal in their beliefs and values than previous generations. This generation also says they respect their elders, and believe that their own generation is less conscientious than the previous generation.[17] Gen Next also feels that older generations have stronger morals and values as well as a better work ethic.[18]

In attitude, this generation is generally happy and optimistic, with 84% saying that their life is "excellent" or "good",[19] and over 90% saying they are "pretty happy" or "very happy".[20] They are satisfied with their current state, and are more satisfied with the current state of

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[13] The Pew Research Center, *A Portrait of "Generation Next"*, 9 Jan. 2007. The Pew Research Center For The People & The Press: Washington, D.C., p. 19, retrieved from http://people-press.org/reports/pdf/300.pdf.

[14] Ibid, p. 23.

[15] The Pew Research Center, *Millennials: Confident. Connected. Open to Change.* 24 Feb. 2010. The Pew Research Center For The People & The Press: Washington, D.C., p. 8, retrieved from http://pewsocialtrends.org/files/2010/10/millennials-confident-connected-open-to-change.pdf.

[16] Ibid, p. 16.

[17] The Pew Research Center, *A Portrait of "Generation Next"*, 9 Jan. 2007. The Pew Research Center For The People & The Press: Washington, D.C., p. 13, retrieved from http://people-press.org/reports/pdf/300.pdf.

[18] The Pew Research Center, *Millennials: Confident. Connected. Open to Change.*, p. 3.

[19] The Pew Research Center, *A Portrait of "Generation Next"*, 9 Jan. 2007, p.5.

[20] Ibid, p. 45.

the US than the rest of the population. While they are optimistic about their incomes in the future, they believe that they will have a more difficult time achieving financial security than young people did 20 years ago.[21] At present approximately half of this group is employed, and nearly half is still in school. The portion of Gen Next who are employed are less likely to choose jobs with a traditional 9-5 schedule.

As this generation looks to the future, their list of life goals is topped by "Getting Rich" and "Becoming Famous."[22] These two priorities outstripped by a significant margin, priorities such as "Helping people who need help" and "Being Leaders in their Community".

Perhaps of greater importance in terms of learning from the future are the behaviors that Gen Next has developed which define how they interact with their external environment. This generation demonstrates more focus on their own problems than the problems facing their country or the world.[23] They have demonstrated a significantly lower level of awareness of major global leaders,[24] events and issues than previous generations due mostly to their limited consumption of mainstream media. Gen Next seeks news and information from online sources, similar to Gen X, their predecessors, but far less often. Gen Next reports that they turn to mainstream media only when something important is happening.[25]

While much was made of the impact of the younger vote in the 2008 presidential election, the mid-tern elections in 2010 call into question the permanence of the increased civic engagement among Gen Next shown in 2008. Less than half of the 18-25 year-old population is sure of whether or not they are registered to vote, and only 4 in 10 believe that voting in every election is their civic duty. Only one third of this generation report that they follow government or public affairs, and nearly 40% believe that what happens in Washington, D.C., does not impact them personally.[26]

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[21] Ibid, p. 7.

[22] Ibid, p. 12.

[23] Ibid, p. 8.

[24] Ibid, p.10.

[25] Ibid, p. 27.

[26] Ibid, p. 26.

In addition to their diminished engagement in civic affairs, Gen Next is also showing lower rates of religious affiliation than earlier generations at the same point in their life cycle.[27] Due to their current position in their life cycle, they are less likely to be engaged in issues such as health care.[28]

Perhaps the most widely recognized trait of Gen Next, both by outside observers as well as members of Gen Next themselves, is their adoption and use of technology. Gen Next is the first "always connected" generation, "Steeped in digital technology and social media, they treat their multi-tasking hand-held gadgets almost like a body part – for better and worse. More than eight-in-ten say they sleep with a cell phone glowing by the bed, poised to disgorge texts, phone calls, emails, songs, news, videos, games and wake-up jingles."[29] Nearly two-thirds of this group regularly use wireless internet when they are away from their home, and 41% do not have a landline telephone.[30]

Gen Next feels most positively about the benefits of technology, believing that technology has made life easier and people more efficient. In addition, this generation believes that technology makes it easier to meet new friends and brings family and friends closer together.[31] One interesting finding, however, is that 84% of Gen Next respondents to the Pew Survey in 2007 believe that technology has made people lazier.[32]

While their usage of technology and the Internet is roughly equivalent to Gen X in many respects, their usage patterns are what truly distinguishes Gen Next. Their use of texting and instant messaging outpaces all other generations, and more recently their adoption and usage of social networking has created the most striking distinction between Gen Next and other generations.

Social networking has only emerged in the last five years, and the rate of usage among the American population has risen from 5% in 2005 to 27% in 2008.[33] This rate has continued to climb among Gen X and Boomers, but the greatest adoption rate has been among Gen Next,

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[27] Ibid, p. 5.

[28] Ibid, p. 8.

[29] The Pew Research Center, *Millennials: Confident. Connected. Open to Change.*, p. 1.

[30] Ibid, p. 25.

[31] Ibid, p. 26.

[32] The Pew Research Center, *A Portrait of "Generation Next"*, 9 Jan. 2007, p.15.

[33] Pew Research Center, *Millennials: Confident. Connected. Open to Change,* p. 28.

with approximately 75% of this cohort indicating that they have at least one social networking profile.[34] Of this 75%, over half report that they visit their social networking site at least once a day.[35] Millennials are also twice as likely to meet someone new face-to-face as a result of a preceding online introduction and interaction than Gen X.[36] Usage patterns for Twitter mirror the pattern seen in social networking sites like Facebook, though the usage rates are much lower at present.

Characteristics that will shape the face of philanthropy in 2030

In 2030, Gen Next will be a cohort of adults and will represent a significant portion of the constituency that makes up the workforce, volunteer force and donor base for not-for-profits in the U.S. Undoubtedly, Gen Next will change somewhat in its collective view of the world as its membership ages. They will have experienced critical life stages such as marriage, family, divorce, caring for aging parents. They will inherit longstanding local, national and international issues, and face new issues that they as a generation are the first to encounter. All of these changes will impact their perceptions and behaviors as employees, community members, parents, and citizens. However, as has been the case with every preceding generations, early behaviors and habits developed by Millennials will likely continue to be defining characteristics of this group as they mature.

Within the distinct traits and behaviors that are currently defining the Gen Next generation, several are most likely to have a significant and direct impact on philanthropy. A common thread in the creation of these traits and behaviors, and a likely mechanism for the continued development of these traits, is clearly technology. The evolution and escalation of technology among a young and developing generation has embedded technology as an implied mechanism in a host of activities and behaviors that previously were manual, time and location dependent, and relationship-based.

Over the past 20 years, there has been speculation regarding the impact of technology, initially cell phone technology, on society, specifically the likelihood that new technologies might create greater social isolation. A 1985 study drew the conclusion that Americans were becoming more isolated, having smaller discussion networks and fewer close ties to

[34] Ibid, p. 25.

[35] Ibid, p. 28.

[36] The Pew Research Center, *A Portrait of "Generation Next"*, 9 Jan. 2007, p.15.

neighbors and voluntary associations. The study also hypothesized that cell phones, and the Internet as it emerged, would disperse networks and thereby make social ties weaker.[37]

However, a Pew study in 2009 reexamined this issue and found that isolation was no greater than it had been in 1985, and noted dramatic changes in the size and diversity of core networks.[38] It is important to highlight the fact that the 2009 Pew study took place at a time when social networking was reaching its full momentum in terms of adoption and usage, and the results of the study reflect the significance of social networking as a distinct and powerful technology.

An additional finding of the more recent study was that while the level of awareness of one's neighbors names was not significantly lower, the number of people who had relied on neighbors for assistance or support of some kind was reduced.[39] One benefit to technology found in the Pew study was the increased interaction with neighbors among those who participated in online neighborhood blogs or forums.

Perhaps the most significant impact of Gen Next on philanthropy in 2030 will be their very different definitions of various levels of relationship. Gen Next is, at a young age, more family focused than previous generations and this connection to parents and perhaps one sibling is likely to be paramount in their relationship hierarchy. This will become the most influential connection to others for this generation and therefore the issues and challenges faced by family, parents and children in particular, are likely to be the most compelling and therefore the most likely to receive time, attention and philanthropic support from this group.

The definition of community will also undergo a dramatic change driven by greater cultural, ethnic and geographic diversity. Gen Next has not grown up limited, as previous generations were, by geography due to the global reach of the technology that has shaped this generation. Therefore, their understanding of community is no longer defined by the homogeneity of local neighborhoods. Nor is it limited to a group of people with whom they interact in-person and regularly, but includes a wider network of individuals with whom

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[37] McPherson, J. Miller, Lynn Smith-Lovin, and Matthew E. Brashears. 2006. "Social Isolation in America: Changes in Core Discussion Networks over Two Decades." *American Sociological Review*. 71(3): 353-375.

[38] Keith N. Hampton, et al., *Social Isolation and New Technology,* 4 Nov. 2009. Pew Research Center's Internet & American Life Project: Washington, D.C., p. 3, retrieved from http://pewinternet.org/~/media//Files/Reports/2009/PIP_Tech_and_Social_Isolation.pdf.

[39] Ibid, p. 9.

they have exchanged ideas and interests remotely or at a great distance, likely never meeting face-to-face. This represents a tectonic shift in the definition of community and will force not-for-profits and fund raising professionals to dramatically change their approaches so as to unlock the potential of this new definition of community.

The 2009 Pew study found that social networking, used most highly among Gen Next, had changed the definition of core social network, and that what has emerged are more diverse networks. A core network is comprised of individuals who are influential in a person's decision making. The Pew study found that users of social networking sites and instant messaging generally have larger and more diverse networks.[40]

Finally, Gen next has grown up during a period in which the definition of "friend" has changed dramatically, and this definition will remain their understanding of friendship as they age into mid-life and beyond. With the advent of email and the explosion of social networking, the definition of "friend," arguably the most essential building block of personal networks, took on a very different meaning. Facebook has had an undeniable impact on Gen Next's perception of friendship by calling all connections on Facebook "friends." Gen Next has grown up believing that even the most occasional of direct interactions, and actually just the acceptance of an offer of connectedness, creates friends. It is not at all uncommon for members of Gen Next to have hundreds or even thousands of "friends" which according to the definition of previous generations would be no more than entries in an address book classified as acquaintances. The 2009 study by Pew found that Gen next reported a greater percentage of social networking "friends" were included in their self-identified core network of influentials.[41]

An important characteristic of social networking and Gen Next's usage of social networking is the frequency of communication and content shared with "friends." As young users of social networking (and instant messaging), Gen Next shares a great deal of minutia and does so almost constantly. It is predicted that the level and manner of information sharing demonstrated as young adults is most likely to remain ingrained, though it will undoubtedly be impacted by changes in technology and demands of adult life. We may see

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[40] Ibid, p. 32.

[41] Ibid, p. 38.

a shift from instantaneous and trivial information sharing to a more store-and-share approach and more serious content.[42]

The other major characteristic of Gen Next that will impact philanthropy significantly in 2030 is the weak societal bond and sense of duty to society that has developed already. Given this generation's focus on their own small family unit, and their very different definition of community, Gen next will represent a challenge to those trying to organize and activate this cohort to address significant local, state and national societal issues. As this generation ages, it may become more connected to others through childrens' schools and activities, professional networks, etc., but the interest will be more self-interested rather than motivated out of a sense of duty or obligation as a member of society.

The early indications among Gen Next are that they are not "joiners', they are interested in individual attention and independence from established social structures like organized religion. This will likely diminish one of the great constants in philanthropy which is organized religion as a vehicle through which network relationships are established, as well as the programs and opportunities through which individuals join together with others philanthropically to address local needs as volunteers and donors. Religious affiliation will mean far less among Gen Next in 2030 than it has meant for previous generations, and that will have a dramatic impact not only on philanthropy expressed directly within religious organizations, but also on the local community services and programs supported through the volunteer and financial resources provided by churches, synagogues, congregations and the like.

THE IMPACT OF GEN NEXT ON PHILANTHROPY IN 2030

As with any generation, the arrival of Gen Next into the workforce, and into the fabric of adult society, will impact the world of philanthropy. Gen Next, however, will have a greater impact than previous generations due to the significantly different framework they have developed that expresses their place in the world and the nature of their connections to that world. In the past, generational change was more incremental; in the case of Gen next it will be more transformational.

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[42] Janna Anderson, Lee Rainie, *Millennials will make online sharing in networks a lifelong habit,* 9 July 2010. Pew Research Center's Internet & American Life Project: Washington, D.C., p. 10, retrieved from http://pewinternet.org/~/media//Files/Reports/2010/PIP_Future_Of_Millennials.pdf.

GEN NEXT AS NOT-FOR-PROFIT LEADERS

The integration of Gen Next into the fabric of staff and leaders in the nonprofits will be challenging, but by 2030 the group will be mid-career. They will have grown up with technology and be facile in the identification, adoption and application of new technology as tools. They will impact the culture of organizations with their expectation that technology can help to solve almost any problem, or at least make their efforts more efficient. Given that this group is not drawn to traditional organizations such as religion or civic groups, Millennials in 2030 are more likely to be working in non-traditional nonprofits, or they may be hard at work transforming their traditional nonprofits into more dynamic and contemporary organizations.

For Gen Next, creating social benefit is both a professional and personal goal,[43] and they will be ready, willing and able to create new organizational structures to achieve this goal. Gen Next will be most interested in what they can do to create impact and benefit, and less interested in the identity of the organization through which they create this impact. This will initially pose a threat to larger, more staid not-for-profits and will require a shift in thinking and structures away from the notion of nonprofits as organizations or institutions. Effective nonprofits will need to take on more of an activist personality to attract this generation and to be able to speak effectively to them. Nonprofits will feel the emphasis this generation places on outcomes and end results, and will be challenged to think and act more flexibly in terms of the means toward these ends.

Perhaps the greatest point of departure by Gen Next from past generations in the workplace will be *how they expect to do their work*. Their integration of technological facility and social activism will lead Gen Next to create their own structures and networks to advance their social values. Successful nonprofits in 2030 will function with less hierarchy and more highly collaborative cultures and structures. The Monitor Institute refers to this new approach to networking and applying technology as "working wikily" which represents collaboration taken to a new level.[44] In 2009, NonprofitNext published a report which also described this trend as going beyond the traditional concept of networks:

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[43] Heather Gowdy, Alex Hildebrand, David La Piana and Melissa Mendes Campos. "Convergence: How Five Trends Will Reshape the Social Sector," p. 5, November 2009, retrieved from http://www.irvine.org/publications/publications-by-topic/philanthropyandthenonprofitsector#phi20

[44] Diana Scearce, Gabriel Kasper and Heather McLeod Grant. "Working Wikily," Stanford Social Innovation Review, Summer 2010, p. 32, retrieved from http://www.monitorinstitute.com/expertise_publications.html#networks2

"Working with and through networks is not new — the traditional concept of networks includes coalitions, alliances, partnerships, learning communities and various other collections of individuals and organizations working toward a common goal. However, with the advent of new technologies and new norms for working collaboratively, the potential impact of networks is increasing exponentially."[45] Gen Next will be the first generation that will understand the possibilities of this approach because they have experienced this natural integration in so many facets of their lives.

Gen Next will also expect that work can and should be done through a group of committed individuals who come together to accomplish something specific over a certain period of time, at the end of which the group will disband, reform and restructure to tackle the next challenge. Such an approach presents several challenges to not-for-profits, not the least of which is the definition, or mission, which justifies its existence. In a world of Millennials, it will be the most important current cause (which will likely involve more than one "sector" of not-for-profits) which is of greatest importance, not long term vision or immutable mission.

This flexible and dynamic notion of an organization or network will also involve the application of technology that will enable individuals to create quickly, interact instantaneously and constantly, and work together from great distances. This will move the idea of an organization away from a geographic place to an information and technology infrastructure that connects people to focus their individual talents on a specific task. The notion of telecommuting will be replaced by virtual offices – no longer will staffers seek to connect to their office to accomplish work from home, they will see the Internet as their office space and their real-time online collaborations as their meetings.

Managing such an enterprise will require a different shape and role for leadership. No longer will leadership be centralized, but methods for distributed leadership will define the most effective not-for-profits. For such distributed leadership to be effective, not-for-profits will need to acknowledge and support new approaches to work that are brought into organizations by Gen Next. Not only will this generation need such an approach to be attracted to an organization, but conversely they will bring this method of work with them and organizations need to allow them to influence the evolution of the organization in this way.

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[45] Gowdy, et al. "Convergence: How Five Trends Will Reshape the Social Sector," November 2009, p. 12.

Given the greater diversity among Gen Next and their experience growing up in the most diverse generation ever, the not-for-profit world will need to come to grips with diversity, not solely as a response and mechanism for attracting the best and the brightest, but also as a strategy for staying relevant and compelling. Just as Gen Next brings a diverse mix of cultures to the workplace that will impact the culture and work of the team, so too will this diverse workforce bring an understanding of how to craft compelling messages integrating a multitude of cultural sensitivities. Successful not-for-profits will learn how to be relevant and compelling among this more diverse population from the diverse Gen Next members in their midst.

Gen Next's use of technology in their personal lives will enable not-for-profits to tap into team members' behaviors as the means through which the organization decides how to communicate with and engage volunteers and donors. Simply put, nonprofits will need to watch and learn from their own team members. In the past, nonprofit organizations typically formed a monolithic message with limited variations, and disseminated the message in a very one-way manner through limited and mostly traditional channels. The life experience of Gen Next has been built on sharing of information, greater transparency (both personal and organizational), instantaneous communication and interaction, shorter and more frequent messages, two-way messaging, and on-demand access to information. Understanding these expectations, behaviors and communications patterns will make not-for-profits successful in 2030 because it will enable them to spread their messages quickly, efficiently, across new networks, offering more timely interaction and opportunities to engage interested and supportive individuals.

One additional consideration is that Gen Nexters in not-for-profit roles may tend to think of "crowd source" solutions to problems rather than the traditional supporter pyramid. In the "Wiki world" in which Millennials came of age, work was accomplished, and success created, through the relatively small contributions made by a large number of people at a moment in time. This represents a radical departure from the traditional donor pyramid and lengthy cultivation and stewardship approach that has defined not-for-profit fund raising for decades and is still seen as the formula for tackling large projects.

The very challenging corollary is that this same "crowd source" thinking will change the way that supporters view their relationship with and long term connection to an organization, and will therefore change the way organizations think about cultivating and maintaining relationships with supporters. The successful nonprofits of 2030 will master the instant-message relationship – messaging for a population that is constantly browsing, taking advantage of momentary interest through the effective application of technology and short message dialogue, and creating success through the modest involvement and investment of many rather than the significant and long-term investment of a few.

GEN NEXT AS DONORS

As Gen Next matures and they enter the realm of philanthropy, we will see an expression of their personality as a generation of donors. As we know, key to engaging prospective donors and converting them into active donors is the story we tell that brings our organizations' missions to life in real, human terms. Again, this generation will change *how we communicate our mission* to a greater extent than previous generations. For a generation that grew up with instant messaging and chat, and led the world in the development of social networking, the old patterns of communication will not prove effective. Gen Next will look to technology to provide them instant access to information on their "interest du jour." Perhaps even more likely, they will expect technology to deliver the "interest du jour" itself. To meet this expectation, and thereby gain the interest of this new generation of donors, successful nonprofits will hone their skills in crafting authentic, crystallized messages and deliver them via the latest technology and through multiple sources or voices. And this technology will need to allow for dialogue and co-creating social impact, not address Gen Next as a passive audience. This generation's expectation is that communication will be personalized and continuous. And only then will you gain their interest. Once you do gain their interest, you will need to provide far more transparency and make it possible for prospective supporters to look into your organization on their own, not through a guide or spokesperson.

Given that Gen Next is the first generation that has grown into adulthood with the ability to complete most of life's transactions through their connected, handheld device – purchases, sales, banking, donating, etc – it is unlikely that they will be satisfied with a business reply envelope or even a "Donate Now" button on a web site. Not-for-profits will be challenged to push messages and solicitations directly into the handheld of this generation, with a quick, transparent and seamless mechanism for responding, whether the request is for a donation, or signing a petition, or agreeing to be a part of a special event. It will be critically important to give Gen Next the opportunity to express their social activism in ways other than writing a check. Twitter and cell phone text gifts are only beginning to show what is possible, and by 2030 not-for-profits need to make this approach to cultivation, solicitation and stewardship part of their relationship with Gen Next.

The psychology of the Gen Next donor may also be fundamentally different from previous generations in a way that will influence not-for-profits and their ability to raise philanthropic support in 2030. Millennials may be more likely to think about their role in providing funding to accomplish a goal or address a need in a "flashmob" context. That is, Gen Next donors may expect that their role as a supporter is to jump in to a current and urgent need with a relatively modest donation assuming that a large number of additional supporters will do the same. As a result, they may not naturally think about their capacity to have an impact as a major donor. Such a shift in psychology, even among a significant subset of an organization's supporter base, will dramatically increase not-for-profits' need to grow substantial constituencies.

Another aspect to Gen Next's personality that may express itself as this group becomes donors is their early desire for money and fame. If this trait continues, even if it is diluted by life experiences and the realities of adulthood, it may result in a generation of donors who are both less generous and more driven by recognition. The "look at me" trait will therefore challenge nonprofits to do a better job of providing ongoing recognition provided in a broader network context as a way to engage this generation of donors.

Finally, political consumerism is also a form of deliberate action adopted at a young age by Gen Next, so the potential exists for sales- or purchase-based philanthropy among this group. This methodology for engaging supporters has been tried with limited success over the past decade, and it may be that it is ahead of its time. The movement of transactions to the palm of Gen Next may make this approach more powerful by 2030.

Gen Next as Volunteers

Because the psychology of volunteering is similar in nature to the psychology of donating money, some of the same trends that will affect not-for-profits' fund raising strategies will also affect not-for-profits' strategies for engaging Gen Nexters as volunteers. Perhaps most critical, not-for-profits in 2030 will need to be able to engage this generation in dynamic and meaningful ways that meet their expectations of social activism and networking. This generation's ideas about membership, volunteering and social engagement will be different than that of generations before, and is likely to prove to be a moving target.

In addition, Gen Nexters will seek the opportunity to be engaged in a meaningful yet limited way, what some have begun to refer to as "micro-volunteering." In micro-volunteering, individuals help out in small, convenient ways that do not require a long-term commitment to an organization or cause. With the continued evolution of technology, the "working wikily" concept will likely impact volunteering as well, providing the platform through which volunteers can provide expertise, knowledge or other inputs in a virtual and remote fashion. Virtual volunteering, where individuals contribute their energies at least partly online, are beginning to show up with the emergence of online services like Sparked (www.sparked.com). Gen Next will look for opportunities that align with their interests and skills, as well as their activist interests, and are not geography-dependent.

Finally, a significant challenge nonprofits may face as a direct result of Gen Next's aversion to traditional organizational structures is the recruitment of volunteers to serve in the traditional roles of board members or trustees. This challenge may be exacerbated by this generation's tendency toward more instantaneous and briefer interactions, making the construct of a long term and more routinized commitment like the traditional board role unappealing. Some solution must be crafted that allows very-committed Gen Next volunteers to engage in more intensive roles through which they can feel they are helping to guide the organization in the creation of social impact without monthly meetings around a board room table. Field-based experiences as an expression of the organization's impact, and as an opportunity to gain Board member reaction, support, insight and guidance may become an effective alternative to traditional board meetings.

CONCLUSION

The future is emerging. We need only look at that generation of young people who are beginning to show up at our offices, our volunteer events and in front of us in line at our coffee houses to get a glimpse of what the future of our society, and more specifically the future of philanthropy, is likely to be.

It will be about a cause and a call to action, not about an organization and a long term mission. It will be about community defined as shared interests across a diverse and dispersed group of individuals, not community defined as local, homogenous groups. It will be about instant access, instant action, instant impact and instant messages; it will not be about traditional channels, long processes and formal organizational messaging. It will be about "working wikily," tapping into specific talents of individuals to create a greater whole, without commitment beyond the current cause or task. It will be, as it always has been, about relationships, though the definition will require us to reach individuals differently, through conversations that are structured differently, using technology that connects us differently, and finding new and innovative ways for people to contribute to creating change for the better.

We would be wise to learn from the future and recruit members of Gen Next into our teams if for no other reason than to observe their behaviors, understand their world view, and most important to learn more about the future. It will not be easy, this generation will ask us to speak and act in ways that challenge our well-developed patterns and long held beliefs about how to be effective in philanthropy. But if we are open to the challenge, Generation Next will help us to begin to incorporate their very different understanding of how people work effectively together to create change, and that is how we will shape the practice and realize the promise of philanthropy in 2030.

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Ken is the principal of a boutique consulting firm (established 1993), providing strategy, planning and communication services for independent sector (especially regional foundations) and selected private firms. In 2009, he completed a design for a regional center on change in the Mississippi Delta for the W. K. Kellogg Foundation and co-authored "Guiding Sustainable Community Change: An Introduction to Coaching."

Lately, Ken and his team designed visual-rich learning experiences for workforce agencies and for three organizations started by Arkansas Gov. Rockefeller to collaborate on accelerating growth and innovation in the state. Ken is managing an initiative to engage rural communities in the Mississippi Delta in rethinking approaches to reducing systemic poverty.

Prior to establishing his consulting practice, Ken developed regional cultural centers, nonprofit community corporations, and public markets, and facilitated downtown redevelopment in rural areas. He secured two highly competitive public humanities grants from the National Endowment to collect and preserve community and cultural history. This work evolved into a University of Arkansas Press book, "The Arkansas Delta: Land of Paradox" (1993).

This is Ken's third *GHC Conversation.*

FOUR STATIONS OF PHILANTHROPY

By Ken Hubbell

One way to *live into* the world of philanthropy 2030 is to start with the major uncertainties that will frame the field. These are the questions on my list. The answers to these will contribute greatly to the world of philanthropy in two decades:

- Will organized and institutional forms by mainstream philanthropy or will individuals and affinity networks by more typical and popular approaches to addressing social issues?
- Will we tackle natural, social, and community issues from a systemic and collaborative perspective or from a patchwork, mosaic?
- Will the new Millennium's era of reforms be successful in shifting the health, education, and economic outcomes on a scale that contributes significantly to altering the roots of social disease or malaise?
- Will technological innovations transform giving to a transactional rather than relational interaction?
- Will dynamic and awesome humanitarian, ecological, political crises across the globe alter the philanthropic landscape in ways that minimize local or regional issues or causes?
- Will the outlooks and philanthropic orientation of donors change as demographic cohorts reshape the philanthropic community?
- Will government control or collaborate with philanthropic community to tackle pressing issues—education, social justice, food, energy, or natural resource—or will it remain handcuffed by fiscal constraints?

- How resilient is the nonprofit sector—does it support and sustain the capacity to adapt and self renew through innovation and entrepreneurial impulse or does it harden into largely technical service and delivery institutions?

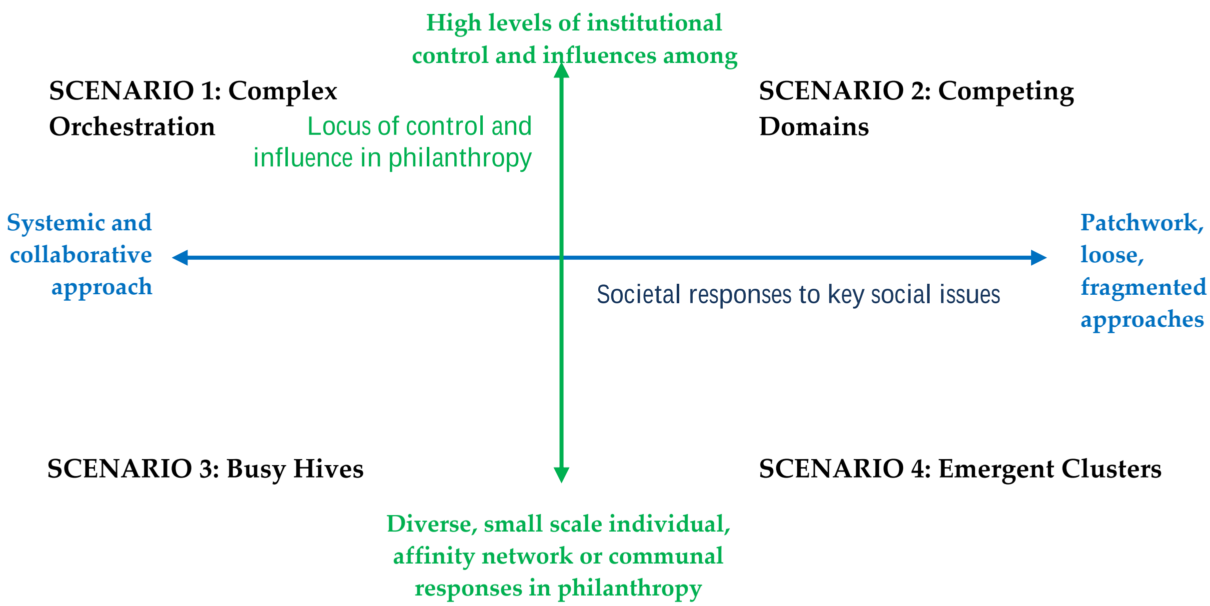
One additional note about the uncertainties around the generational profiles for philanthropists and change makers in 2030: by this time there will be three cohorts of comparable size shaping the field of philanthropy (see the quick worksheets and sketches in the Appendix). The last wave of boomers, entering a generative or legacy life phase, will have handed off the philosophical responsibility for the field to seasoned mid-life Gen Xers and a creative, savvy wave of Millennial (or Gen@) representatives. This new blend suggests that entrepreneurial savvy may be extremely important and influential in shaping philanthropy. Whether they lead through institutions or networks could determine the tone and impact.

Since it is impossible to write the future from today's vantage point, we can use scenarios to develop a set of structurally different futures. In this way, we are rehearsing and anticipating the future of the field while recognizing that the range of uncertainty makes it impossible to forecast any one single future.

In order to simplify the range of uncertainties, we can create use a synthesized group of dynamic forces generated from the first list of key uncertainties on the previous page. Since these forces are in constant motion, and leaders at all levels are shaping impact by their choices and actions, these are then framed on a continuum to include a range of vastly different options.

Limited, weak, cautious, or closed	⟵⟶	**High, strong, positive or open**
	Societal responses to key social issues Locus of control and influence in philanthropy Impacts of reform era on root social complexities Adaptation to technological change in philanthropy Impact of global issues on local or regional developments Impact of changing demographic cohorts Role and impact of government on social issues Resilience levels of nonprofits	

These forces provide a structure for generating structurally different future scenarios for philanthropy in 2030. The top two may be simultaneously the most critical and most uncertain. **We could use these as the key drivers to develop a set of different futures**. They are laid out below on opposite axes to structure four different possible scenario stories for ways that philanthropy might be practiced in 2030. The remaining forces represent important contributions to the dynamics formed by interactions of the main drivers, and they enrich the future differently in each of the scenarios.



Questions for Further Examination

- What are the implications in each scenario for the primary stakeholders in the philanthropy ecosystem? Are there likely "winners or losers" in each scenario?
- What pushback or resistance would be generated by the general dynamics of the scenarios?
- Which scenario might lead to or reflect a preferred future that resonates for people?
- What would we have to start doing ***tomorrow*** to take advantage of opportunities or reduce our risks in these 2030 scenarios?
- How might the generational shifts really play out inside the philanthropic world which, by its nature, is slow to adapt?

APPENDIX: PIECES OF A GENERATIONAL CHANGE PUZZLE

Cohorts in the United States retrieved from Wikipedia[46]

"A study by William Strauss and Neil Howe, in their books *Generations* and *Fourth Turning*, looked at generational similarities and differences going back to the 15th century and concluded that over 80 year spans, generations proceed through 4 stages of about 20 years each. The first phase consists of times of relative crisis and the people born during this period were called "artists." The next phase was a "high" period and those born in this period were called "prophets." The next phase was an "awakening period" and people born in this period were called "nomads." The final stage was the "unraveling period" and people born in this period were called "heroes." The most recent "high period" occurred in the 50s and 60s (hence baby boomers are the most recent crop of "prophets").

The most definitive recent study of the US generational cohorts was done by Schuman and Scott (1989) in 1985 in which a broad sample of adults of all ages were asked, "What world events are especially important to you?"[4] They found that 33 events were mentioned with great frequency. When the ages of the respondents were correlated with the expressed importance rankings, seven distinct cohorts became evident. Today the following descriptors are frequently used for these cohorts:

- **Depression cohort** (born from 1912 to 1921)
  - Memorable events: The Great Depression, high levels of unemployment, poverty, lack of creature comforts, financial uncertainty
  - ***Key characteristics: strive for financial security, risk averse, waste-not-want-not attitude, strive for comfort***
- Pre 'World War II cohort' (born from 1922 to 1927)
  - Memorable events: men leaving to go to war and many not returning, the personal experience of the war, women working in factories, focus on defeating a common enemy
  - ***Key characteristics: the nobility of sacrifice for the common good, patriotism, team player***
- World War II cohort (born from 1928 to 1945)
  - Memorable events: sustained economic growth, social tranquility, The Cold War, McCarthyism, drug culture
  - ***Key characteristics: conformity, conservatism, traditional family values***
- **Baby Boomer cohort #1** (born from 1946 to 1953)

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[46] Retrieved February 11, 2011 from http://en.wikipedia.org/wiki/Demographics

    - Memorable events: assassinations of JFK, Robert Kennedy, and Martin Luther King, political unrest, walk on the moon, Vietnam War, anti-war protests, social experimentation, sexual freedom, civil rights movement, environmental movement, women's movement, protests and riots, experimentation with various intoxicating recreational substances
    - ***Key characteristics: experimental, individualism, free spirited, social cause oriented***
- Boomer cohort #2 - "Generation Jones," born 1954-1965
    - Memorable events: Watergate, Nixon resigns, the cold war, the oil embargo, raging inflation, Disco, gasoline shortages
    - ***Key characteristics: less optimistic, pragmatic, general cynicism***
- Generation X cohort (born from 1965 to 1980)
    - Memorable events: *Challenger* explosion, Iran-Contra, Reaganomics, AIDS, Star Wars, MTV, the home computer, safe sex, divorce, single parent families, end of cold war-fall of Berlin wall, desert storm
    - ***Key characteristics: quest for emotional security, independent, informality, entrepreneurial***
- Generation Y Cohort (born from 1981 to 1999)
    - Memorable events: rise of the internet, September 11 attacks, cultural diversity, two wars in Middle East.
    - ***Key characteristics: acceptance of change, technically savvy, environmental issues"***

The roles and influence of these cohorts changes by 2030. This might alter the attitudes about causes, the role of institutions and individuals, and the importance of global challenges regarding environmental pressures and climate change, food and water security, and poverty alleviation. The following Census data projects the rising proportion of age cohorts by 2030.[47] The last sketch begins to tease out the ways that different generational mindsets could impact the choices and structural design of philanthropy in 2030.

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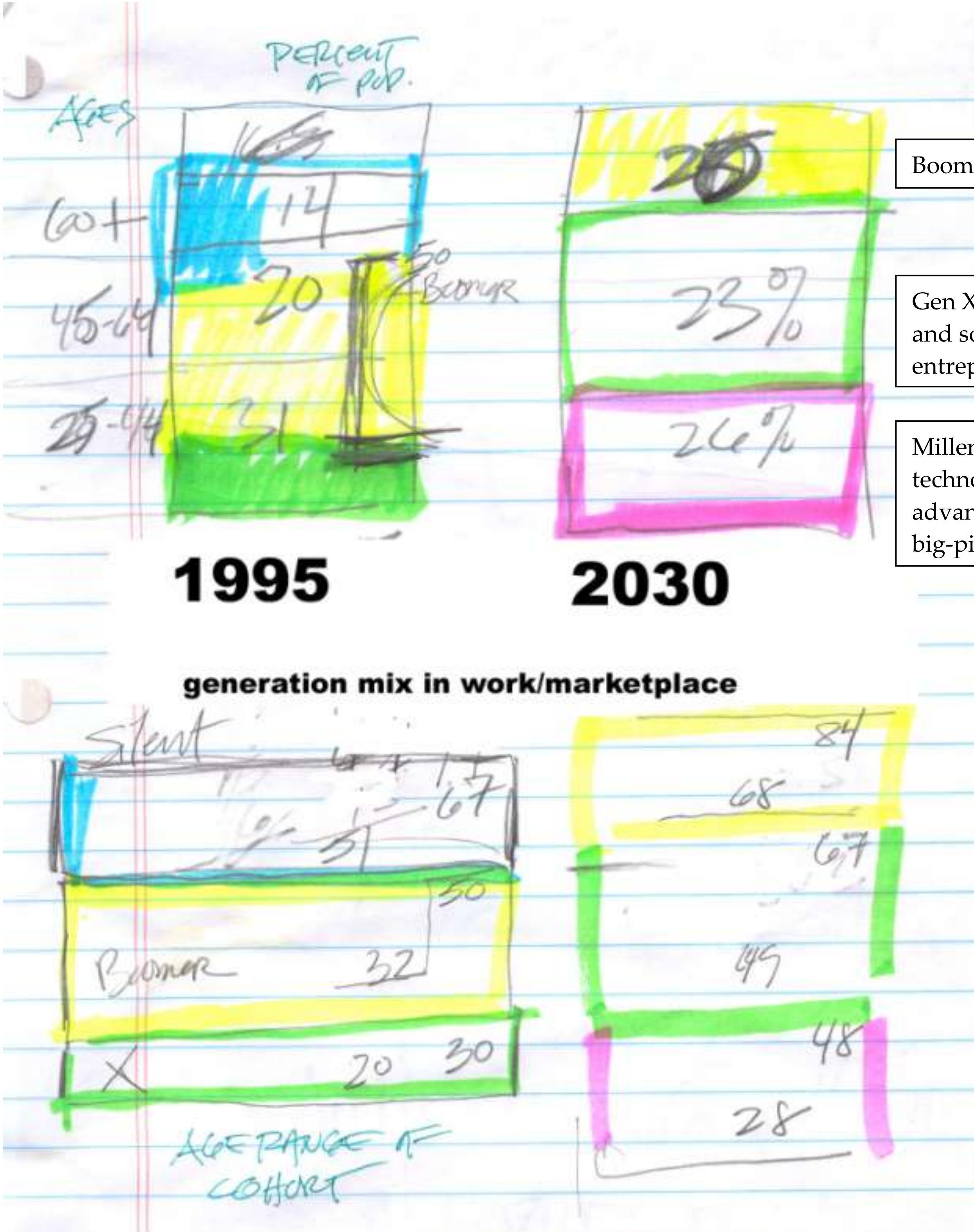
[47] Retrieved on February 12, 2011 from…http://www.census.gov/prod/1/pop/p25-1130.pdf

Table G. **Percent Distribution of the Population by Age: 1990 to 2050**

[In percent. As of July 1. Resident population]

Year	Total	Under 5 years	5 to 13 years	14 to 17 years	18 to 24 years	25 to 34 years	35 to 44 years	45 to 64 years	65 years and over	85 years and over	100 years and over
ESTIMATE											
1990	100.0	7.6	12.8	5.3	10.8	17.3	15.1	18.6	12.5	1.2	0.0
PROJECTIONS											
Lowest Series											
1995	100.0	7.5	13.1	5.6	9.5	15.5	16.2	19.9	12.8	1.4	0.0
2000	100.0	6.6	13.2	5.8	9.5	13.5	16.4	22.4	12.6	1.5	0.0
2005	100.0	6.1	12.4	6.0	9.9	12.7	14.9	25.3	12.6	1.6	0.0
2010	100.0	5.9	11.4	5.8	10.3	12.9	13.2	27.4	13.2	1.8	0.0
2020	100.0	5.9	10.7	5.0	9.2	13.9	12.7	26.0	16.6	1.7	0.0
2030	100.0	5.7	10.8	5.0	8.6	12.5	13.8	23.4	20.2	2.0	0.1
2040	100.0	5.6	10.5	5.0	9.0	12.2	12.7	24.7	20.3	2.9	0.1
2050	100.0	5.8	10.7	4.9	8.8	12.6	12.5	25.0	19.8	3.4	0.1
Middle Series											
1995	100.0	7.5	13.1	5.6	9.5	15.5	16.2	19.9	12.8	1.4	0.0
2000	100.0	6.9	13.1	5.7	9.6	13.6	16.3	22.2	12.6	1.6	0.0
2005	100.0	6.7	12.5	5.9	9.9	12.7	14.7	24.9	12.6	1.7	0.0
2010	100.0	6.7	12.0	5.7	10.1	12.9	12.9	26.5	13.2	1.9	0.0
2020	100.0	6.8	12.0	5.3	9.3	13.3	12.3	24.6	16.5	2.0	0.1
2030	100.0	6.6	12.0	5.4	9.2	12.3	12.8	21.7	20.0	2.4	0.1
2040	100.0	6.8	11.9	5.4	9.3	12.4	11.9	22.0	20.3	3.7	0.1
2050	100.0	6.9	12.1	5.4	9.2	12.5	12.0	21.8	20.0	4.6	0.2
Highest Series											



Boomers:

Gen X: practical and socially entrepreneurial

Millennial: technologically advanced and big-picture

Gary Hubbell Consulting *Conversation 2011*

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Gary is a strategist, providing high-level consulting to social sector organizations and private companies in the areas of philanthropy, strategy development, and planning. He is passionate about partnering with leaders to transform organizations - applying his research and experience to help define and achieve goals.

A voracious reader and student of history, he is constantly looking to understand the driving forces that shape organizational choices and create openings for change. He seeks to know why people and organizations behave the way they do so their passions and energy can be channeled to reach their full potential.

With more than 30 years' professional experience, Gary has been counsel and coach to more than 135 clients throughout his career. He started Gary Hubbell Consulting in January 2006, following 15 years as a senior strategist with a national consulting firm. Earlier leadership roles include development and marketing responsibilities in hospital and museum settings, and consulting roles in resource development, public relations and opinion research.

Recent books and monographs include:

- *Forces of Change:* The Coming Challenges in Hospital Philanthropy (2005)
- *Lessons from Benchmarking:* Fast-Forwarding the Maturity of the Fundraising Operation (2007), with Mary Reinders
- *Staff-Led Feasibility:* How to Design and Conduct Your Own Fundraising Feasibility Study (2008)
- *When the Party's Over:* Why, How, and When to Conduct a Post-Campaign Assessment (2009)
- *The Prophecy of Millennial Philanthropy* (2009)
- *In Search of New Meaning:* Philanthropy, Community, and Society (2009) (edited by Gary Hubbell)

garyhubbell consulting

I AM MIDWIFE TO A FUTURE TRYING TO EMERGE

By Gary J. Hubbell

C. Otto Scharmer introduces the concept of learning from the future. He paints a stark picture of current reality, one which frames the pursuit and promise of philanthropy:

> *"The crisis of our time isn't just a crisis of a single leader, organization, country, or conflict. The crisis of our time reveals the dying of an old social structure and way of thinking, an old way of institutionalizing and enacting collective social forms."*[48]

The starting point for my thinking about my own midwifery is found in Peter Senge's introduction to Scharmer's *Theory U*, where he observes

> *"[W]hen people living inside a shifting reality begin to 'see' what was previously unseen <u>and</u> see <u>their own part</u> in maintaining the old and inhibiting or denying the new, the dam starts to break."*[49]

Well, I can sense my own dam starting to break. In fact, I believe I may be standing on the cusp of a new era, a dawning of a new age of enlightenment. The good news is that I am not alone on the cusp. I am you. I am every Boomer, Gen Xer, Millennial, and New Silent generation member. I am my neighbor. I am the colleague in the cubicle next to you. I am 55. I am 42, 27, and I am eight. The harder news is that the future that I want to see in 2030 will not emerge without my help. If it is to be, it's up to me.

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[48] Scharmer, C. Otto (2009). *Theory U: Leading from the Future as It Emerges: The Social Technology of Presencing.* Berrett-Koehler Publishers, Inc. , San Francisco, p. 2.

[49] Senge, P. in Scharmer's *Theory U*, p. xv.

We are all responsible for working collectively to bring about the most powerful and positive future that is *trying to emerge*. The future will require networks of solution seekers, working in concert. The most telling growth of philanthropy by 2030 will be in the raising of issues, voices, and hands—even more so than the donated dollars. It will be a centering, a focusing, a selfless bigger picture melding of visions. This will not be a nirvana state, nor will it be possible to sustain this national/hemispheric/global commonality for long. Physics and the study of systems teach us that for every action there is an equal and opposite reaction. It will, however, be enough to leave a lasting mark on the arc of philanthropy and the tenor of the social sector.

So what is the future that is trying to emerge? This new era of awakening will be characterized by faith and understanding. Not faith in the religious sense (although that's certainly part of it), but faith in humankind, faith in one another. The understanding that emerges will be born of a deep curiosity and a willingness to listen. The result is trust and a deep sense of connectedness. I envision other characteristics about this 2030 future that is trying to emerge. Among those characteristics are the following:

<u>Social justice issues (peace, hunger, shelter, safety, etc.) are and will remain pressing issues</u>.

The enormity of these issues will evolve to a higher level of consciousness for more people everywhere. The global recession begun in 2007 will prove to have had a lasting effect on collective psyche—albeit affecting each generation differently, due to their phase of life during the zenith of this near economic depression. Collectively, we will take stock of what matters most, bridling our headlong rush toward consumption and pausing (then acting) long enough to see who else we can help. Basic issues of life support and safety will continually remind us of both our frailty and what is best about us when we act. Former U.S. Secretary of State Madeleine K. Albright wrote, "Above all, we need leaders who will not accept that misery and deprivation are inevitable, for failure to act to ease suffering is a choice, and what we have the ability to choose, we have the power to change."[50]

<u>China and India—the most populous nations—will have strength in numbers (of people)</u>. As they focus, so goes the direction of resources in the future. Philanthropy will be just one form of resource flow. Micro-loans, business incubation, and favorable government contexts will continue to grow over the next two decades, resulting in these nations' greater

[50] Quoted from her foreword to *Leading From Within: Poetry That Sustains the Courage to Lead* (2007), by Sam M. Intrator and Megan Scribner, (digital text location 129-133).

ability to redress their own social ills and, perhaps for the first time in a meaningful way, join more mature philanthropy cultures in the western world.

Religion won't lead the way. There will be increasingly secular approaches to the giving impulse, largely because there is such limited history of successful, large scale interfaith cooperation on anything. Religious fundamentalism, while unlikely to disappear, will have become so shrill and detached that it will have become marginalized. The rise of "middle positions" will continue to grow, thereby taking steam from the engines of religious fundamentalism and reducing the relevance and attractiveness of their messages to many. Growth of civil society and great progress on social justice and personal freedoms will foster the diminution of all fringe fundamentalists. The passing of these dark clouds will then allow the light of insight, creativity, and hope to reemerge in a whole new capacity.

The explosion of artificial intelligence (AI) and the effects of competition within mature sub-sectors of society will foster commoditization in North America. IBM's Watson mega computer (and other AI leaders) will continually learn and adapt, effectively blending encyclopedic knowledge with human inference and the nuances of language. Hospitals and colleges will be impacted the most, leading them to completely reconceptualize their roles or risk extinction, as pervasive access to technology continues and AI makes education and medical diagnosis increasingly self-directed and without need for an institutional "middle man."

Recognizing the growing strength of networks of providers, both health care and higher education will witness significant consolidation, sometimes merging traditional nonprofit providers with for-profit providers. This evolution will accelerate and amplify the long-bubbling call in the U.S. for removal of federal tax protection status. Over the next two decades, these sub-sectors will have become so commoditized that all but a small fraction of the population will remain deeply motivated enough to philanthropically support the things that are commonplace today (e.g., equipment, construction, endowment, faculty chairs, etc.). These institutions will live by what they charge. They will remain distinctive and worthy assets of the community and the sector, yet they will lose their current prominence in the ranking of priority organizations to support with outright donations. The pursuit and application of charitable gifts will, for the most part, slow or cease outright. The exceptions will be the sector leaders (e.g., Mayo, Johns Hopkins, Cleveland Clinic in health care; Harvard, Oxford, Yale in higher education), whose market dominance and adaptability continues to inspire and foster gift investment. These sector leaders will champion the morphing of "competitive advantage" to a new sense of "partnerships of equals" for the practice and promise of philanthropy.

Generational idealism will become a potent force for change. By 2030, the first wave of the Baby Boomers will be 85. In that year, I will be 74 years old (meaning I'm a mid-wave Boomer)—too young to sunset, but unlikely to possess the sustainable energy to lead new initiatives. True of this generation our entire lives, we will set precedent again in our twilight years, shaping the message of idealism and adding the wisdom of proven change agents. The first wave of the Millennials will turn 47, just hitting their full leadership stride, having lived another 20 years of tech-savvy, networked, solution-orientation idealism. They are and will remain impatient.

By 2030 we will have witnessed (and participated in) the forging of a powerful generational collaboration between Boomers and Millennials along a path of new awakening. This will help usher in an era of enlightenment. The social sector will have shifted from its focus of the previous 30 - 40 years as being a tag along partner to fill government funding gaps and will have shifted to its highest calling of drawing attention—world attention and world resources—to social injustices and to the fulfillment of human potential. The shared idealism of the Boomers and the Millennials will be a reinforced vanguard for this shift. This experience will breathe renewed life into Boomers' aging lives of waning leadership and influence. The Millennials, moving decidedly into their most robust and energetic phase of life, will drive innovation, outreach, and experiences—albeit grounded in idealism—to entirely new levels.

The characteristics of leadership will change. We will find that the leadership qualities that we will embrace and require will be the ability to network, amalgamate, combine (not control), crystallize messages, and invite others to act. Crutchfield and McLeod Grant spotted this organizational leadership quality in 2007, noting,

> *"The secret to success lies in how great organizations mobilize every sector of society—government, business, nonprofits, and the public—to be a force for good. In other words, greatness has more to do with how nonprofits work outside the boundaries of their organizations than how they manage their own operations."*[51]

Again this is why I am so bullish on the rise of the Millennial generation in leadership. From birth, they have been networked and collaborative, seeing the value of team and insistent upon breaking barriers. Their leadership will change the way organizations behave and the philanthropy dialogue is conducted.

[51] Crutchfield, L. R., and McLeod Grant, H., (2007). *Forces for Good: The Six Practices of High Impact Non-Profits*, Jossey-Bass, p. 19.

WITNESS OR CATALYST?

As I imagine this possible future, I find myself thinking *less about how society* and social sector organizations might change, and *more about how I might change*. What might this future that is trying to emerge want and need from me right now? The key ingredient is to find my highest and best calling; to have authentic alignment of my action with my ideals. I believe it means I cannot simply be a witness to this emerging future; I must be its catalyst.

I am sometimes nervous about the signals of our current environment. I see many organizations acting and thinking as if they were alone. Rampant leadership ego risks erroneously seeing ourselves as the center of the universe. We are too easily trapped by notions of "fundraising" – which promotes transaction, technique, and tedium. What happened to trying to change the world; no, really! I mean changing the world? Not the lip service and spinning of phrases that are intended to polish institutional cases in order to resonate most deeply with most people. Done superficially and seemingly only for the purposes of "raising money," much of philanthropy risks becoming boring and unimaginative. Worse, it risks becoming "institutionalized."

I seek to raise up issues in people who can bring justice and energy—positive energy—to overlooked and under-resourced issues and people around the world. If I believe philanthropy is a positive lever of change, then I must acknowledge that dollars alone are insufficient. Dollars must be coupled with amplified voices and the power of personal presencing.[52] These combinations will be more powerful (and more lasting) than individual missions and individual donations.

Actions of my Millennial colleagues will speak just as loudly. They seek to get busy, to have an impact, and to make a difference. They are in a hurry. They are also well wired, globally traveled and experienced, and fully expecting to collaborate with people whose life experience is completely unlike their own, save for a shared generational personality. By 2030, their sense of entitlement will have long disappeared. Their generation's urgency is about seizing this moment. They have long been adept at technology, which has given this generation not only the instant ability to feed their natural curiosity, it has given them the instant ability to connect across boundaries. Two decades from now they will have long felt

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[52] The term "presencing" is often used by Otto Scharmer. It means to sense, tune in, and act from one's highest future potential—the future that depends on us to bring it into being. This term was introduced in Senge, P., Scharmer, C.O., Jaworski, J., and Flowers, B.S. (2004), *Presence: An Exploration of Profound Change in People, Organizations, and Society*. Currency-Doubleday: New York.

deeply connected to the entire planet. As a result of their shared generational experiences during youth and young adulthood, they will have embraced cultural differences as a learning opportunity rather than as an annoyance or something to be contained or combated. Millennials will have grown accustomed to immediately directing their giving to individuals, groups, and communities—often without institutional middle men. By this time, they will have long ceased to depend on the tax benefits of giving as a motivation for outward concern. Philanthropy for them will have ceased to be a singular siloed response and instead will be combined and co-leveraged with other remedies including adoption, business incubation, teaching, advocacy, etc.

The resulting practice and promise of philanthropy will be nothing short of incredible. The influence of individuals from years before (e.g., Bill Gates, Warren Buffet, signers of the Giving Pledge, etc.) and other selfless acts will have created and seeded a future of possibility where people—as individuals, as organizations, and as communities— see their greatest and highest potential resting not in what they achieve for themselves, but what they bring about for one another and for the planet. "When we live in the close-knit ecosystem called community, everyone follows and everyone leads."[53]

Is it naïve to think this way? Am I Pollyanna? Am I simply projecting what I'd like to see? Or have I seen a glimmer of the future that is *trying to emerge*? Of course, none of us knows the answer to that question, but my belief is in the latter. My belief is that the change that I want to see in the world in 2030 begins with me. The change that I want to see in the world is up to *me* to catalyze.

The Wild Geese

Horseback on Sunday morning,
harvest over, we taste persimmon
and wild grape, sharp sweet
of summer's end. In time's maze
over the fall fields, we name names
that went west from here, names
that rest on graves. We open
a persimmon seed to find the tree
that stands in promise,
pale, in the seed's marrow.
Geese appear high over us,
pass, and the sky closes. Abandon,
as in love or sleep, holds
them to their way, clear,
in the ancient faith: what we need
is here. And we pray, not
for new earth or heaven, but to be
quiet in heart, and in eye
clear. What we need is here.

~ *Wendell Berry* ~

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[53] Intrator, S.M., and Scribner, M. (2007). *Leading From Within: Poetry That Sustains the Courage to Lead*. Digital text location 129-133.

First and frequently I ask the question, "Why?[54] Why am I doing this? Why does it matter? " I then ask, "How will I go about serving that Why?" And only then focus on what I must do and what I must pursue in service of that greater Why. I must ask myself, "Is my behavior a reflection of my deepest beliefs and highest priorities? Are my words and deeds consistent with those beliefs? Am I making a difference? Am I being authentic? Am I worried less about popular opinion, external evidence of wealth and riches, and titles or station? Or am I thinking about the impact of my actions today on seven generations from now? Am I serving them well?" If so, they will remember. They will be inspired. They will take the arc of philanthropy—its pursuit and its promise—to unimaginable new levels as they look toward a new millennium to be seen in their lifetimes. I seek not so much to be right, but to be insightful; not to be seen simply as hopeful, but as curious and inspired. Perhaps to be selfishly reflective to ask myself, "What will I do? What conclusions will watchers make about what matters(ed) most to me and whether I did something of value about it. Join me. Help me find even deeper meaning, greater clarity, and more courage to do that which truly changes the world wherever I am. After all, as poet Wendell Berry notes, what we need is already here.

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[54] For an interesting and complete perspective on the power of this simple question, see Simon Sinek's *Start With Why* (2009).

Participant Bio

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Since September 2007, Musimbi Kanyoro has served as the Director for the Population and Reproductive Health Program of the David and Lucile Packard Foundation. The program makes grants in Sub-Saharan Africa, South Asia, as well as to global organizations dedicated to Population and Reproductive Health issues, and to the integration of those services with critical global health as well as environmental and development issues. From 1998-2007 she was the General Secretary (CEO) of the World YWCA, a membership organization with operations in 125 countries and outreach to over 25 million women and girls.

Musimbi has managed several collaborative partnerships with bilateral and multilateral international organizations including UNAIDS, the World Bank, Inter-governmental institutions and NGOs. Musimbi has several awards, was a nominee for the 1,000 women peace prize and holds BA from the University of Nairobi and MA and PhD from the University of Texas, Austin, and a Doctor of Ministry from San Francisco Theological Seminary. She was a visiting Scholar at Harvard University. She is author/editor of 10 books and more than 100 articles.

This is Musimbi's first *GHC Conversation.*

BREAKING BORDERS

by Musimbi Kanyoro

When I think of what philanthropy will be like and what it might be addressing, two decades from now, I think of access to information, collaborations, and an increase in work that is not limited by national boundaries. Health will still be a leading topic and women's health may find more attention as more and more people become aware of the important role that women play in Society. Our world's population continues to rise. By 2030, with a global population of somewhere around 8.3 billion, reproductive health will be a topic that more of philanthropy will be focused on, simply because it will be harder to ignore.

With the continued growth of technology and access to information, I suspect it will be even easier to share information and work together. Therefore collaborations will continue to occur not only between philanthropists, but also across sectors. And this is good because the need for collaborations, and the issues affecting us globally, will be increasing. Global issues like climate change, security and economic development all will be influenced by population size and the poor will be negatively affected. The demand for energy, food, health and water will continue to be common issues that many philanthropic organizations will be working to address.

The philanthropic sector, I suspect, will not only collaborate more on these issues, but due to the nature of these problems, it will continue to work across boundaries and be stretched even more to cross political divides. I would hope that by this time, we will have worked to make improvements in the legal and regulatory environment of international philanthropy and also found ways for collaboration across geographies. The USA is today the leading country in philanthropic giving. We know that the U.S. type of philanthropy has a following around the world with new individual donors and foundations springing up all over the world. The Arab world has many new philanthropic foundations and it is likely that with the increasing economic power in China, there will be Chinese equivalents of fortune 500 as there will be in other parts of the world. Even if philanthropic dollars increase, we have no guarantee that there will be enough resources to meet the world's needs of the time. There is no sign yet to show that the world will be more peaceful and the planet and its life will be healthier. Natural and human–caused disasters will continue to surprise us. The hope may be found in our knowing more about the causes of these calamities and therefore what is needed is the will and commitment to mitigate them. This takes more than philanthropic dollars.

By 2030, the face of philanthropy will also be different. With the growing globalization of American type of "giving" it may well mean future donors will be more variegated in looks and gender. The richest man in the world is Mexican. In a recent effort, the Women's Funding Network ran a campaign called "Women Moving Millions" and within a short time, they raised $180 million (www.womenfundingnetwork.org). Most of the funds were raised from women. A future is on the horizon where more women will join the ranks of philanthropists with their own wealth as opposed to inherited wealth. I even find myself wondering if more international corporations will place a higher priority on philanthropic work. This is a probability whose evidence lies in the continued conscietization of businesses and their staff to social responsibility. Communication technology will play a big part in breaking the borders. Everybody gets to see the problems of the world at the same time and in the same depth.

HOW DO WE TODAY INFORM THE PHILANTHROPY OF 2030?

> *"There is perhaps no single issue that ties together the security, prosperity and progress of our world other than women's health. It touches the heart of every issue and the soul of every society."* **-Ban Ki-Moon,** Secretary General of the United Nations

My current experience is in the area of health and specifically women's health. I want to suggest that one way to mitigate the possible effects of bad health in 2030 is to address healthy philanthropy with human rights lenses. Although it is recognized in the Universal Declaration and enshrined in legally binding international human rights treaties, the right to health still does not carry the same currency as the right to freedom of expression or the right to be free from torture. But I can tell you that for millions of people around the world, health is perhaps the most valuable of all human rights. It is inseparable from the right to life and security. And it is women, children and marginalized populations that continue to suffer the worst outcomes.

There are valuable lessons to be learned from early efforts to address HIV/AIDS as a human rights issue. One of those key insights is the importance, in very practical terms, of recognizing health as a human right; a right possessed in equal measure by the world's wealthiest and it's poorest, by its most advantaged and it's most marginalized and dispossessed. A human rights analysis has informed and strengthened public health responses by highlighting the discrimination and inequalities that fuel the spread of HIV. The recognition of access to life-saving treatment as a right has played a key role in scaling up access to antiretroviral – and about 2.5 million people are now accessing ARVs, up from around 100,000 in 2001.

Ill health is wrapped in the massive inequities related to poverty, which holds its grip on one-fifth of the world's population. Millions of people living in poverty lack access to even the most basic health services, housing and food. Over a billion people have no access to clean water and sanitation. Every day 6,000 girls and boys die from diseases linked to unsafe water, inadequate health and poor hygiene. In many places, climate change is compounding these socio-economic challenges and thus further impeding poverty in the world of tomorrow. Poverty is not only a challenge to health but also to human security, development and well-being. Poverty will continue to be a challenge for philanthropy in years to come.

In my current job with the Packard Foundation, one of our priorities has been to work with others to help redress the glaring inequalities in reproductive health. The crucial link between health and human rights is clear as we consider other global health challenges. Reproductive health problems are the leading cause of death for women of reproductive age in developing countries. Yet it is socioeconomic inequities – not a lack of medical solutions -- that determine which women live and which ones die. For example, the number of women who die from pregnancy-related causes each year is over 500,000, while globally more than 300 million women live with illnesses due to pregnancy or childbirth. Ninety-nine percent of maternal deaths occur in developing countries.

The differences between rich and poor countries are startling. Consider that the lifetime risk of death from pregnancy-related causes in Canada is around one in 11,000, while in Afghanistan and Sierra Leone the number is one in eight. Even within wealthy countries, the inequities are revealing. When we break the figures down, it is clear that survival rates for pregnant women depend largely upon the distance and time a woman must travel to reach skilled emergency medical care.

According to the United Nations, the factors that increase the risk of maternal death relate to delays in seeking care, for example when women must get permission from male family members to travel; delays in reaching an emergency care facility due to lack of affordable and available transportation; and delays in receiving care from providers, when facilities lack sufficient staff and equipment, or care is unaffordable.

Maternal mortality rates could be drastically reduced by improving women's access to comprehensive reproductive health services and promoting sexual and reproductive health education. The statistics reflect gross inequities between rich and poor. For the women affected, they also represent a serious infringement of basic human rights, including the right to life and the highest attainable standard of health. But they mask a much wider societal impact. More than a million children are left motherless every year. Newborns whose mothers die from preventable deaths are three to ten times more likely to die before the age of two than those whose mothers survive. Girls who are orphaned often are pulled out of school to fill the role of caregiver to other family members. This is why UNICEF refers to the 'double dividend' of gender equality, one that benefits women and children both – and, indeed, society at large.

These ongoing global health challenges are even more daunting when we consider the health systems and human resources available to meet them. Imagine living in a country like Malawi, in which you share your doctor with 50,000 others. According to the World Health Organization, people in 36 African countries live a similarly grim reality.

Africa faces a shortage of 800,000 doctors and nurses, and currently trains only between 10 and 30 percent of the skilled health workers required. Many health professionals trained in low-income countries leave their home in search of better working conditions, often driven by political instability and conflict. They move from poor rural regions to urban centers and from there, migrate to higher-income countries like Australia or Canada. The result is that wealthy countries reap a benefit while poorer countries that provided financing for education and professional training lose a return on their investment.

But there are also deeper societal impacts in many countries, where the net loss of health workers can result in the near-collapse of already fragile health systems. Without a strong and effective human infrastructure, health systems will never be able to tackle crippling diseases or achieve national and global public health goals. This is why I think that health will remain on the agenda for philanthropy for yet a long time.

I am not suggesting that human rights and women's rights will provide the solution to these massive and complex challenges. But human rights can, and must, be the compass that provides the moral, ethical and legal guidance to effective philanthropic responses to health at every level. By placing individuals and communities at the centre of health systems, focusing attention on marginalized and vulnerable populations, and holding governments and other actors to account, human rights provide a powerful standard by which to ensure the development and implementation of equitable health policies, strategies and systems.

Although the problems are daunting, the elements of a human rights response are straightforward and the potential for positive change is enormous. The challenge lies in galvanizing the resources and political will to ensure that the principles that underpin the right to health are met in practice. Participation and empowerment are central to the right to health. Individuals and communities must be engaged and involved in health policy decisions that affect them. Similarly, when communities know the philanthropic dollars being given to their communities for particular outcomes, more accountability will be possible.

Tanzania is one example of where such engagement is happening. There, thanks to donor support, a network of health organizations is examining the extent to which increases in health sector resources are benefiting marginalized groups. This has allowed the network to undertake research, gather evidence and carry out analysis to support their policy positions on the health service needs of the poorest and most vulnerable.

Another element involves priorities: there must be a profound shift in the priorities that shape policies and resource allocations globally, nationally and locally. For example, health systems must be sufficiently resourced to respond to the health needs of women and girls through long-term, sustained investment. Support for the research, development and equitable distribution of technologies to benefit women's health must be prioritized. Cervical cancer is just one example. Although we have the tools to prevent this terrible disease, it affects an estimated 500,000 women each year and leads to more than 250,000 deaths – the vast majority in developing countries. Most women affected do not have access to local health systems or routine gynecological care, including regular HPV screening which plays a critical role in preventing cancer in industrialized countries.

The availability of HPV vaccines made possible largely due to good philanthropic investments, has created a unique opportunity for a new, life-saving vaccine to be introduced simultaneously in the North and the South. Much more should be done to encourage the international support necessary to make these new life-saving tools available as soon as possible to the girls and women who need them most, and to ensure that robust health systems are in place to support their delivery.

The human rights framework fits well with demand for accountability, and can open opportunities to address corruption which is a philanthropist 's red light alert warning: "*Don't go there; don't invest in this and that*!" Citizens should hold their governments accountable for spending the philanthropic dollars well. This means that States must adopt and implement laws and policies that strengthen health systems, foster gender equality, improve health and eradicate corruption. Days are gone when philanthropists gave their money and left its use in the hands of the implementers. Today's philanthropists want to know what their money is doing and where and why. Tomorrows philanthropists will ask for more. Many of tomorrow philanthropists may actually give their money and manage its use, as we have seen of Bill and Melinda Gates and Warren Buffet. Their missionary work of giving more than 50% of their wealth while still living could have profound impact on the future of philanthropy and the philanthropy of the future.

Let me conclude with an event that has registered in my mind's eye, focusing me into the future. Last summer I heard about a very unusual and exclusive dinner party that some have since called the "First Supper." Participants were summoned by Bill Gates, David Rockefeller, and Warren Buffett. The venue was the president's room at Rockefeller University in New York City. Invitations had gone only to a select few billionaires, including Oprah Winfrey, Ted Turner, Chuck Feeney, Michael Bloomberg, and George Soros. For dinner conversation, Mr. Buffett asked each person to describe their philosophy of giving and how it had evolved over the years. Twelve stories emerged, over a three hour period. The benevolences mentioned involved a variety of areas, including education, health, and poverty. For some, giving was a family tradition; for others it was a recognition that once one's family was provided for, the rest should be given away. Although there were no specific goals for this first meeting, two subsequent dinners included a request that the participants pledge to donate at least 50% of their wealth before they died or through their wills. The initiators of the plan are working their way down the list of Fortune 400 billionaires hoping to encourage more to sign the pledge.

This new rising consciousness - if it succeeds - can have ripple effects and shape a future both of collaboration and also of accountability. If people decide to participate in how their wealth will be used in the future, they may equally want to put in place where more accountability measures better use of the money. Today, many individuals who have made their fortunes in new social media, technology, and business in general are creating a new form of philanthropy – venture philanthropy or philanthrocapitalism. They want to do more than just write checks to non-profits – they want to be actively engaged in the process of affecting change by influencing the practice/actions of their grantee partners. The notion of using business terminology and applying standards of business efficiency to social change has become commonplace. Terms like social entrepreneur and social innovation are competing with older notions of social movements and social justice. Most foundations and a growing numbers of individual donors are expecting much more rigorous assessment and evaluation measures that answer the question, "so what change are we making?" More and more individuals want to know the causes they are trying to save. This is the trend for the future. This is the path to philanthropy 2030.

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Don W. Taylor, CFRE, is Vice President/Development and Client Services at The Minneapolis Foundation. Don joined the Foundation in 2008, working with his staff to build the overall assets of the Foundation, raise funds to support the mission-related work of the Foundation's strategic plan and provide support to the charitable interests of over 600 donor advisor families.

Don's career has focused on non-profit fund development including strategy development, planning, execution and evaluation of comprehensive development programs in human services, education and healthcare. Throughout his career he has served on executive management teams responsible for building and implementing strategic direction for the organizations he has served.

In the development profession nearly 30 years, Don's prior employment includes work as the VP/Chief Development Officer at Courage Center in Golden Valley; Gift Planning/Major Gifts Director at the Carlson School of Management, University of Minnesota; and Directors of Development for the School of Divinity at the University of St. Thomas and the Laura Baker School in Northfield, MN.

Don is a Certified Fund Raising Executive, holding certification since 1987. He holds a Bachelor of Science degree in Music Therapy from the College of St. Teresa in Winona, MN, and an MBA in Nonprofit Management from the University of St. Thomas, Minneapolis/St. Paul.

Don has served the Association of Fundraising Professionals (AFP), Minnesota Chapter, as a board member for eight years and provided leadership to the chapter's National Philanthropy Day and subsequently served as its President in 1993. He served on the AFP National Foundation Board of Directors starting in 2000, serving as Chair in both 2005 and 2006. Prior to service as Board Chair, he also served as Treasurer, Co-chair Strategic Direction and Governance, and Chair of the Every Member National Campaign. In November, 2005, Don was named Outstanding Professional Fundraiser of the Year by AFP, Minnesota Chapter.

Currently, Don is involved in volunteer in-kind consulting and has served several years as a board member of Patchwork Quilt—a non-profit afterschool program serving children in North Minneapolis.

This is Don's second *GHC Conversation.*

Building Shared Impact: Tearing down stakeholder 'silos'

By Don Taylor

> *"Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations"*[55]

Introduction

At Conversation 2010, much of our writing and subsequent discussion focused on the considerable changes in the philanthropic landscape. While recognizing that the underlying anxiety of significant change was at our doorstep, it provided us with a curiosity for creating the future rather than being victim to it. There was consensus that consistent turbulence would exist on our way to defining a new culture of philanthropy. The timeline for developing a new norm could be significant. It may carry with it part of our old norms—but certainly would most likely include some re-invention of what has been. We thought that this new culture would require us (among many things) to find a new kind of alignment among stakeholders. Roles of visionary, teacher and leader would be interchangeable among participating stakeholders. The notion of greater authenticity amongst leaders and less need for control or acknowledgment amongst individual contributors would define greater success.

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[55] John Kania & Mark Kramer; "Collective Impact", *Stanford Social Innovation Review, Winter, 2011 retrieved December 27, 2010 from* http://www.ssireview.org/articles/entry/collective_impact/

Amidst the conversations, there emerged a diagram that I retained and keep on my office wall. It reflects this collective nature of philanthropy—a decidedly new methodology by which many stakeholders from many sectors would work together to solve major social challenges. It challenged previous notions that they could be solved through the efforts of individual stakeholders—management language of "working in silos." In this new paradigm, individual philanthropists, organized philanthropy, existing institutions (profit and nonprofit) aligned with the social problem, corporations and government would band together through creation of a collection of resources or definition of new public policy or changes to existing policy.

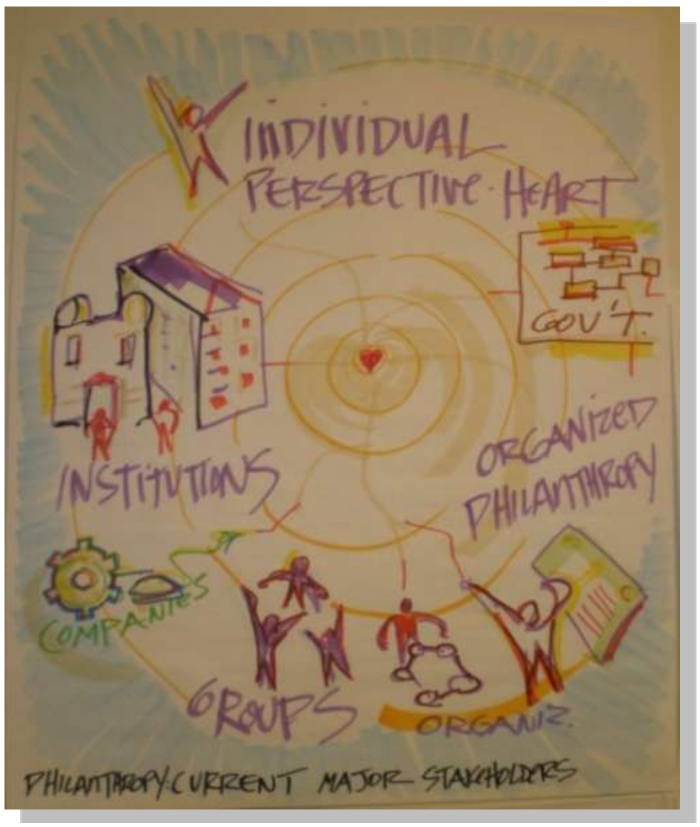

Illustration by Ken Hubbell, 2010

That diagram and much of my work in the past year has given me opportunity for continued reflection and some research. In that effort, I recognized that collective philanthropy is not an entirely new concept. It ***is*** a more highly developed and effective iteration of a couple of more recent, less sophisticated concepts. In this writing, I will note the progression to more sophisticated models of working together, cite examples of collective impact from my professional work and define some of the related challenges to this work.

Not Entirely New

Robert Hughes[56] talked about the emergence of this type of work: notably its benefits and its challenges.

He provided definitions that noted the differences between collaborations and partnerships among a single-type stakeholder--organized philanthropies. Partnerships add the investment of money or other tangible resources to information and advice sharing that happens in collaborations.

Additionally, the advent of giving circles as a more widely accepted notion of philanthropy surfaced more formally some 20 years ago.[57] With giving circles, like-minded individuals pooled an annual gift and granted proceeds toward commonly understood outcomes. Its members thought the likelihood of outcomes/success might be changed because the resource was greater and, because of it, would make a greater impact.

Defining a Common Vocabulary

Collective philanthropy acknowledges that there is greater strength in working collectively rather than individually. By pooling philanthropic resources, participants are able to invest in projects of a larger scale and unite diverse coalitions of people with a desire to achieve an expected outcome (e.g., giving circles). As those same circles have matured in concept, there is movement of participants to become more engaged in problem solving—bringing ideas and life and work experiences to nonprofits, not just money—to formulate solutions, provide technical assistance (e.g., Social Venture Partners) and then grant collective resources around a shared strategy. This combination of pooled ideas and resources is thought have brought greater strength to problem solving.

More recently the concept of ***leveraged philanthropy*** has emerged. Leveraged philanthropy uses that same collected resource to leverage additional resources—with a goal of creating exponential impact for every dollar invested. Leverage is achieved by creating financial and knowledge partnerships that have potential to bring in significant resources from partner organizations.

Three specific ways to achieve leverage might include:

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[56] Robert Hughes, *Philanthropies Working Together: Myths and Realities*, Foundation Center; February 2005

[57] Tracey A. Rutnik and Jessica Bearman, *The Guidebook to Giving Circles*, Forum of Regional Associations of Grantmakers, 2005

Co-investment: Co-investing with other stakeholders borrows from the concept of collective philanthropy. Sometimes that money is used to leverage additional money. For example, recognizing that charitable dollars are never enough to tackle complex issues, collected philanthropic dollars are often used to fund strategies to leverage exponential resources from government. Most recently, in Minnesota, The Minneapolis Foundation worked with other philanthropic leaders to leverage government resources by using philanthropic dollars toward efforts to create an Office of Early Childhood Education as a new part of State government. This development put the partnership on a path to achieve the goal of funding early education for every child in Minnesota—something that never would have been accomplished with philanthropic dollars alone or through an individual stakeholder.

Even more recently, in many states, philanthropic resources have been used to create state-wide plans to leverage "Race To The Top" dollars—federal dollars made available by the Obama administration to begin to create and demonstrate reforms in education.

One of the greatest and possibly most unused tools toward this end is social media. The Obama campaign was one of the first and most successful users to influence political will among its intended younger audience. Actress Monique Coleman[58] provides a primer for uses of social media and describes it as an important tool "… to connect to other people as a way to give back. Sometimes your biggest contribution is your voice."

Knowledge sharing: In knowledge sharing, "best" and "next practices" are shared across different geographies and among varied stakeholder groups. In Connecticut, for example, a policy organization called ConnCAN was created to leverage legislative dollars to fund significant reform strategies. Knowledge gained in that effort has been used to create a parent organization, 50CAN, and eventually develop a nationwide movement of education policy reform in all 50 States. In November of 2010, The Minneapolis Foundation partnered with corporate funders, individual funders and other organized philanthropies to build MinnCAN—a prototype of ConnCAN for education reform in Minnesota. Rhode Island has quickly followed. Best practice in "movement" building, working with heads of teacher's unions and influencing state policy makers will be used in this knowledge sharing activity to create state-wide policy change toward education reform.

[58] Monique Coleman, *How to Use Social Media for Good*, www.letsredu.com/2010/12how-to-use-social-media-for-good retrieved December 30, 2010

Advocacy: Cognizant of the government's important role in providing services and opportunities for its citizens, organized philanthropy, where allowed by law, has worked closely to align funding and advocacy work with some of its policy objectives. The very nature of this work with multiple stakeholders requires alignment of key messages of stakeholder groups toward common goals and "movement building."

Institutional funders, in particular, have begun to understand the power of philanthropy in creating systems change. Oftentimes, that means going "upstream" on complex social issues to change policy around systems that do not support the goals for which they were originally created. Community foundations, in particular, use convening as a tool to raise awareness—a first step toward creating the "political will" for change, movement building and organizing. In addition to its own policy work, The Minneapolis Foundation allocates unrestricted grants specifically to nonprofits that play significant advocacy roles in our three key strategic initiatives—transform education, promote economic vitality and build social capital.

Looking to the Future and What Works

Lucy Bernholz talks about ten trends for the next ten years. One, "Impact Investing will Surpass Philanthropy" and the second, "Scale will have a Networked Meaning" are directly related to collective and leveraged philanthropy.[59] In the former, the vocabulary of "investing" has largely replaced language related to "giving." In the latter, Bernholz asserts that the misconception of scale = big will be replaced by scale = networked. "We will have recognized that problems get solved through 'small pieces loosely coupled.'"

Examples of collective impact are emerging within this new paradigm. While collaboration is not new, the principles of collective impact are. Unlike most collaboration, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication and mutually reinforcing activities among all participants. Kania and Kramer describe these as the conditions for collective success.[60]

In their work, Kania and Kramer point to the organization Strive as an example of successful collective impact. Strive, a nonprofit subsidiary of KnowledgeWorks, brought

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[59] Lucy Bernholz, *Philanthropy 2173* –Ten for the next 10: 2010-2020, downloaded January 14, 2011 from http://philanthropy.blogspot.com/

[60] Kania and Kramer (Collective Impact, Stanford Social Innovation Review, Winter 2011)

together local leaders in greater Cincinnati and Kentucky to tackle the nation-wide experience of an achievement gap between students of color and their white counterparts.

> "In the four years since the group was launched, Strive partners have improved student success in dozens of key areas across three large public school districts. Despite the recession and budget cuts, 34 of 53 success indicators that Strive tracks have shown positive trends—including high school graduation rates, fourth-grade reading and math scores, and the number of preschool children prepared for kindergarten."[61]

Kania and Kramer attribute Strive's success to the process of abandoning individual agendas as "silos" among the continuum of stakeholders—for a common agenda that was built by the stakeholders. A common misconception among many is that simply growing philanthropy and throwing a larger pot of money at the problem is the solution. In their effort, Strive built a coalition of more than 300 leaders of local organizations. They included significant stakeholders: leadership of private and corporate foundations, city government officials, school districts, the presidents of eight different universities and heads from hundreds of education-related nonprofits and advocacy groups.

FIVE CONDITIONS—AND THEIR CHALLENGES

Kania and Kramer make reference to conditions for success. I've used some of their conditions and added some of my own. I've also listed, from my experience, some of the challenges around those five conditions.

Common Agenda—

Success in collective impact requires a shared agenda with shared outcomes.

Challenges:

1) **Alignment -** While a shared outcome, (e.g., closing the achievement gap) is clearly shared among stakeholders—each typically has a solution it has previously "owned" and supported. Stakeholders are often firmly rooted in their passions around strategies they have adopted and getting them to align around a shared strategy (which might also be a new strategy) is difficult.

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[61] Ibid, retrieved online.

2) **Tool box -** Organized philanthropy has encouraged collaboration for years among its nonprofit grantees and funding partners. This relatively new engagement in collective impact has taught them the difficulty that results in building a collaboration. In some respects, organized philanthropy is a newcomer to collaboration and often misinformed about how to make it happen.
3) **Time as resource -** Collective impact requires a strategy to be built as a collective. That takes considerable negotiation and time to make it happen, but the outcome often results in better ownership and a stronger strategy for deployment. Oftentimes, the social issues are critical and time sensitive and time to build the collective is seen as a resource gap.

Shared Measurement Systems—

A goal without a shared measurable outcome is just that—a goal.

Challenges:

1) **Systems -** Most often data collected around a social issue is often either proprietary or self-contained within a stakeholder's work. With no way to integrate data from disparate systems, understanding the starting point from which to measure is difficult.
2) **"Hero" syndrome -** stakeholder groups have historically been rewarded with increased funding for their good work and positive outcomes in their silos. When the outcome is shared and progress toward that outcome cannot be attributed specifically to one provider—no one stakeholder gets to claim "hero" status and the more important result-- increased funding.

MUTUALLY REINFORCING ACTIVITIES

A "one-size fits all" strategy is not a compelling case to a diverse group of stakeholders.

Challenges:

1) **Consensus building -** While Kania and Kramer assert that not every stakeholder needs to be working on the same activities—the combined activities must fit into an overarching plan if their combined efforts are to succeed. Building consensus is time consuming and requires "winners" and "losers" around strategies in the final plan.
2) **Who does what? When? Role definition -** Understanding the single most effective efforts toward an outcome are important. Defining the handful of strategies toward

the same end requires careful research and negotiation. What part of the coalition is in charge of building the movement? Who among the coalition will provide the direct service? Who will be the lead voice at the legislature? Who's in charge of managing outcome measurement?

Continuous Communication

Foul ball! Let's play fairly!

Challenges:

1) **Authentic Leadership -** Stakeholders need to understand that all are partners in this process. Trust building takes time and, in particular, trusting those who are in leadership is critically important. Learning that individuals in leadership don't have personal agendas or that past behavior is not necessarily predictive of current aspirations is part of the trust building important to success.
2) **Vocabulary -** At the onset—a common vocabulary of terms with definitions will help alleviate misunderstanding.
3) **Systems -** Finding a communications tool that is accessible, relevant and timely helps build momentum, common understanding of the strategies and outcomes and is critical to movement building. The "theory of no surprises" is supported by good and predictable communications.

Backbone Support Organizations

I thought YOU were ordering food!

Challenges:

1) **Roles and Responsibilities -** Creating a support infrastructure is critical to collective impact. Expecting stakeholders to play that role is unrealistic and a prescription for failure. For example, as a part of work with MinnCAN, the stakeholders are creating a separate board for governance and hiring three staff to lead and run coalition-building activity.
2) **Adaptive Leadership -** Kania and Kramer describe the toolset for adaptive leadership as critical—ability to focus people's attention and create a sense of urgency, the skill to apply pressure to stakeholders without overwhelming them, the competence to frame issues in a way that presents opportunities as well as difficulties, and the strength to mediate conflict among stakeholders.

PRESCRIPTION FOR THE FUTURE

The notion of collective impact is gaining momentum in this new paradigm of using collective philanthropy and knowledge partnerships to solve complex social issues. Building an understanding of the new paradigm is critical before it can become the new norm. Understanding how to lead and negotiate through the challenges this new paradigm presents is critical to its success.

Participant Bio

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An Ohioan by birth and a graduate with his bachelor's and master's degrees from Bowling Green State University in Ohio, Jim spent his early career at Bowling Green as director of planned giving and later as director of Development. In 1985 Jim came to Mayo Clinic where he has been a senior development officer responsible for building important relationships with Mayo's philanthropic partners. Presently Jim is vice chair and director of the principal gifts program, which is responsible for strategic engagements with benefactors who have the capacity and inclination to make $1 million-plus gifts to Mayo Clinic.

Jim is a member of the faculty at Indiana University-Purdue University in Indianapolis, giving frequent Master's Classes in Philanthropy, and an instructor in The Fund Raising School at IUPUI. Jim is a frequent lecturer on the topics of values-based philanthropy, transformational philanthropy, and working with entrepreneurs as philanthropists. He has served on the editorial board of New Directions for Philanthropic Fundraising published by the Center on Philanthropy and is the author of the chapter entitled "Gifts of Significance" in the publication Achieving Excellence in Fund Raising by Jossey-Bass. He consults on fund-raising for Healthnetwork, His Holiness the Dalia Lama, and LiveStrong/The Lance Armstrong Foundation.

Jim was the co-founder of a multimillion-dollar for-profit business within Mayo Clinic called Mayo Clinic Preferred Response, a 24/7 service that provides nursing and medical advice worldwide to individuals and organizations such as NetJets. Among committee assignments at Mayo, he serves on the Executive Committee for the President's Discovery and Translation Program, which makes grants to projects that have the potential to transform the practice of medicine at Mayo and have potential for commercialization. He has received the Mayo Excellence Award for outstanding service to patients and staff of Mayo Clinic, the Mae Berry Award for Service Excellence, and the Mayo Excellence Through Teamwork Award

This is Jim's first *GHC Conversation.*

GLIMPSES OF A PHILANTHROPIC FUTURE: THE NEVER AND YET EVER CHANGING LANDSCAPE OF PHILANTHROPY

By Jim Hodge

Long before the written word or the cave paintings at Lascaux, humans have banded together to increase their chance of survival. These early kinship groups may now be influencing the future of philanthropy, or at least helping to insure that altruism finds its way into our lives of tweets and twitter, Facebook and Web-based giving. From the 4th century B.C.E. bog people of northern Europe to the blog people of today, humans have sought the safety and security, the companionship and care of others. We can perhaps learn as much about philanthropy from evolutionary biology and psychology as we can from webcasts on fundraising, and more from sources we may never before considered than from the present pundits of our profession. For as William Faulkner observed, "The past is not dead. In fact, it's not even past."[62]

Adam Smith and Charles Darwin may have had it right. Although these gentlemen are often thought to be anything but gentle, upon closer observation, they may have been just that. Traditionally lauded as the fathers of capitalism and evolution and rather single-minded, now scholars contend that man's nature was, and is, in fact, dualistic. Competition in the business arena or on the Serengeti seemed the order of the day for both economic and physical survival. But that is not the entire story. Smith, in his first treatise, *The Theory of*

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[62] www.quotationspage.com

Moral Sentiments, clearly depicted the human emotions as pluralistic and cited the connection between ethics and economics. He contended there were good, ethical grounds for considering other motives than purely ones of self-interest. "Our first perceptions of right and wrong cannot be the object of reason, but of immediate sense and feeling," Smith exhorted.[63] Over the past few decades economists have developed theories of altruism that depart in different ways from the originally conceived homo economist model. Acts of altruism, Smith contended, stemmed from a moral dictum as binding as the rules of honesty.[64] Smith, in turn, was influenced by David Hume and his theories of moral sympathies. Smith believed that sympathy expresses the genuine concern over the interests of others, in short, "other-interest."

Darwin, best known for the concept of the survival of the fittest, also saw in man the great potential for altruistic behavior, not only in kinship groups but generally in lives of bees and humans populating hunting and gathering societies. Man's nature may favor survival of the fittest between warring individuals or in gene pools, but within groups, those societies that shared more, that exhibited more altruism, had more offspring and were more likely to survive than more self-directed groups.

Perhaps as an article in *Ode Magazine* online contends, "Altruism, rather than avarice, is our primary motivation." To continue the quote,

> "Economics has long been considered as the 'dismal science' for its self-centered view that individuals are only motivated by their personal, financial, or material interests. However selfish man may be supposed, there are evidently some principles in this nature which interested him in the fortunes of others and render them happiness necessary to him, though he derives nothing from it except the pleasure of seeing it."[65]

Recent research in psychology has indicated that purely altruistic actions such as giving blood are more likely to occur where there is no monetary exchange between blood donor and the blood bank. When money is offered in exchange for blood donations, donors fall

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[63] Oren Harman, The Price of Altruism: George Price and the Search for the Origins of Kindness. W.W. Norton as quoted in *The Economist*, May 20, 2010

[64] NewStatesman.com/ideas/2010/04/Smith-market-essay-sentiments

[65] Jeremy Mercer, "The Altruism in Economics," *Ode Magazine*, May 2009, page 1

from 93 percent participation to 65 percent. This phenomenon is referred to as "crowding out" behavior.[66]

It would appear that when one is engaged in acts of altruism—the "angels of our better natures," as Abraham Lincoln once described it—then monetizing these genuine and natural human predispositions sullies the intent. Intrinsic motivation may indeed trump extrinsic motivation. Survival of the kindest may just prevail. Gintus, when commenting on moral sentiments and material interests, put it this way, "Altruism isn't irrational because if it were, the only rational people would be sociopaths." Bonds of trust and cooperation within a community often serve as a greater motivation than material reward.[67]

In the scheme of the universe, humankind as we know it has been around a mere nanosecond. 40,000 years ago we existed in hunting and gathering groups, not in narcissistic Facebook communities. Humankind passed each other along in story and song and dance, not in text messages and tweets of 140 or fewer characters. We may have added 30 years or 60+ percent in life expectancy in the last 100 years, but we have never strayed too far from the caves and camps of our ancestors.[68] It is often asserted that hunting large animals has driven evolution more than any other factor—developing the cooperative skills so important to modern society.

Animals and humans co-inhabited the African continent, but not so in North and South America and Europe. Speculation about the Pleistocene Overkill contends man outside of Africa did not see the close connection between the environment and survival of the African hunter-gatherer groups and thus there was a mass execution of large animals some 14,000 years ago.[69] Animals were hunted into extinction perhaps by greed and perhaps with the motivation that it was better to kill more than one could eat to keep that meat from other marauding groups. In other words, "winner take all" and competition between groups took precedence. Comparisons to the present economic crises based on greed unchecked are difficult to avoid. Greed gone amuck is disastrous to our economic and environmental existence. As Cardinal Cormac-Murphy-O'Connor declared, "Capitalism

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[66] JEL: C93. D64, I18, Z13) 9c) 2008 by the European Economic Association

[6767] Herbert Gintis, Samuel Bowles, Robert Boyd and Ernst Fehr, ed., *Sentiments and Material Interests: Origins, Evidence and Consequences*, Massachusetts Institute of Technology, 2005

[68] en. Wikipedia. Org/wiki/life-expectancy

[69] *The Quarterly Review of Biology*, September, 2003, Vol. 78, No. 3, University of Chicago, 2003

needs to be underpinned with regulation and a moral purpose."[70] Both our economic and environmental health depend on it.

"Game theory and empirical results of modern-day psychological studies provide insight into human behavior, especially cooperative behavior. It has often been suggested that the foundation for much of human cooperation is the widespread sharing among hunger-gatherers."[71] In groups such as the Hazda Bushmen, the cardinal sins were not sharing or hoarding food.[72]

The book *Driven: How Human Nature Shapes Our Choices* by Paul Lawrence and Nitin Nohria of Harvard Business School explores four basic brain drives they believe every individual possesses to one extent or another. They contend humans are hardwired and driven to accumulate things and experiences, defend accumulation and loved ones, learn new ideas (be curious and explore ideas), and share in a generational way both accumulations and knowledge. The authors contend that individuals with strong predispositions to accumulate and defend resources are more likely to be more competitive and less altruistic than those souls who favor inquisitiveness, learning, caring, and sharing. The former are more likely to be hoarders and perhaps the latter more likely to be philanthropists. (Illustration 1)

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[70] Alice Thompson and Rachael Sylvester, "Cardinal Cormac Murphy-O'Connor: Recession May Be Jolt that Selfish Britain Needs," *The London Times*, February 14, 2009

[71] en. Wikipedia. Org/wiki/R._Mark Isaac

[72] hazdas_bushmen.monomix.com/en/artiste.htm

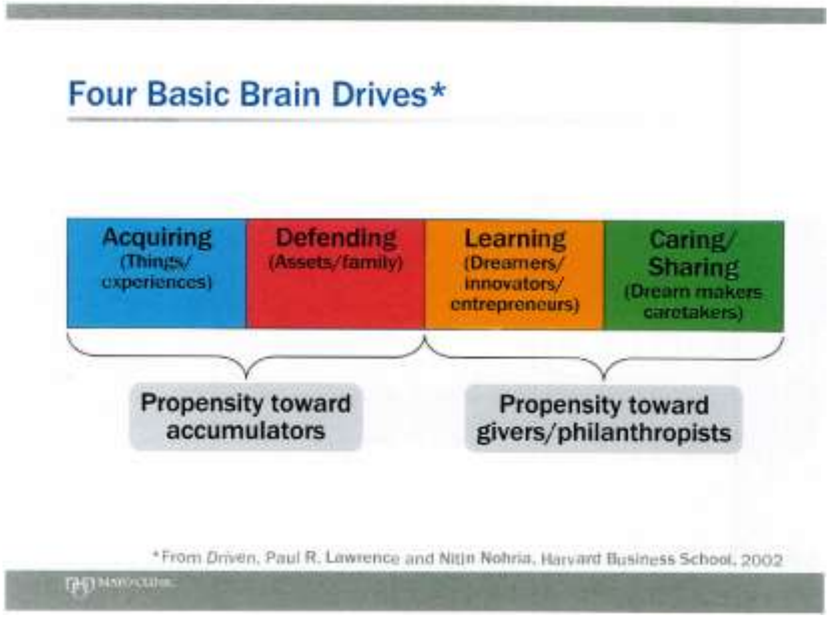

Illustration 1

Here is the contention: The past is not dead and is indeed prologue for the future. And although we now suffer from "Blackberry thumb injuries" and the anxieties attendant with too much choice in our lives, we are still gathering around metaphoric campfires (Facebook and LinkedIn) to quench our thirsts for companionships and need for care. We still are wired for altruism and its modern counterparts in philanthropy. There is indeed a competitive-cooperative continuum upon which individuals fix their lives.

This competitive-collaborative continuum in the free market place of today has spawned a unique space labeled "competitive collaboration" in business. So while at the conceptual level there are principally two modes of engagement by participants in an economic community—competition and collaboration—between these two modes a new form of business is unfolding labeled as "soft competition." This is a non-zero-sum arena where reputation (not merely profit) is the basis for soft competitiveness. Individuals in businesses who foster soft-competition among its ranks of employees ask the question: Who is delivering the most relevant ideas, the most insight for the organization? Hard competition in a dog-eat-dog world of business drives innovation and rewards the progenitors of new ideas, whereas in a softly competitive model, or also identified as "competitive collaboration," cooperative behavior is valued. Businesses are rewarding and recognizing people for contributions that help advance ideas as much as is done for those who originate those ideas. W. W. Gore Company, often cited as a business innovator, creates an environment which enables constant feedback between employees and incentivizes employees on the basis of sharing and peer ratings. Those who collaborate win both tangible extrinsic rewards and social intrinsic incentives of public recognition.

These changes in the "competitive only'" landscape are not only accruing within businesses but between them as well. Eli Lilly, Merck and Pfizer have agreed to share precompetitive genomics data on lung and gastric cancers in Asia. This collaboration will help co-create cancer databases.

In the nonprofit sector, drivers such as the quintessential competitor Michael Milken are transforming organizations like FasterCures into highly collaborative cross-boundary organizations to speed medical research from the laboratory bench to the bedside. A new territory emerges where master competitors become master collaborators weaving bench medical researchers together to share data and knowledge in prepublication stages, sorting out issues of intellectual property rights between individuals and organizations, and working to streamline clinical trials to speed discoveries to the patient. FasterCures is creating "platforms for venture capitalists in medical research to come together to share best practices, exchange ideas and fund relevant tools and resources."[73]

The Milken Institute, through Proposition 71 in California, sought out a model to involve the state of California in biomedical research (www.milkeninstitute.org). These sector-bending individuals and organizations are breaking down barriers between public-private spheres and for-profit–nonprofit spheres. The book *Forces for Good: The Six Practices of High-Impact Nonprofits* clearly articulates that the new world, at least of nonprofit entities, will rely on alliances, collaborations, and partnerships between countries, companies, nonprofit organizations, and philanthropists.

Mergers among and between nonprofit organizations are occurring today and will likely increase in the future. Nonprofit leaders are "increasingly more savvy and seasoned business-people. When they identify overwhelming benefits from a potential merger, they are prepared to pursue those benefits aggressively."[74]

The business world is not the only place a subtle evolution is taking place. The arena of philanthropy is also witnessing changes. From the alms for the poor, from charity to philanthropy, new versions and visions are in the making. Perhaps the old has become the

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[73] FasterCures: The Center for Accelerating Medical Solutions, www.fastercures.org.

[74] Jerald A. Jacobs, *All About Mergers of Nonprofit Organizations*, Association Law and Policy, Legal Section of ASAE & The Center for Association Leadership, July 2008

new again. From Adam Smith's concept of caring for the community to Carnegie's caring for the mind, from "give a person a fish" to "helping people help themselves," the shift is from mere helping to strategizing sustaining the good that can be done through philanthropy. This isn't your grandmother's philanthropy anymore. The old days of "give and name" and "give and go away" are gone. A new age of the engaged philanthropist is upon us. (Illustration 2)

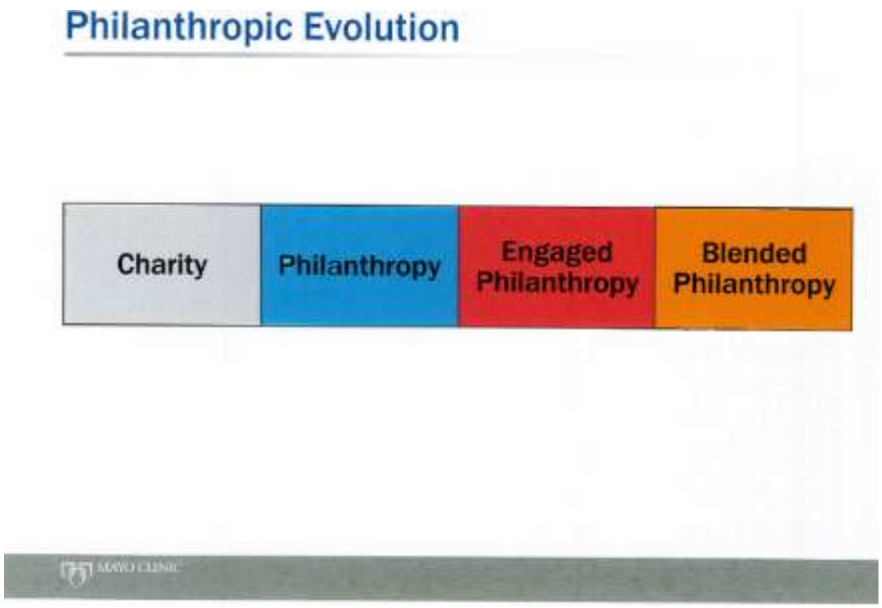

Illustration 2

The world of philanthropy is evolving steadily as well along a philanthropy-to-business continuum, with the lines ever blurring between the for-profit and the nonprofit world. Leading this transformation in philanthropy are the same old and young characters who have created the great economies of the world: the entrepreneurs in our midst. These hypo manic individuals not only shaped but will reshape the American and the global economies—in fact, they already are. They are the new engaged philanthropists who expect to bring to the cause their experience, their rolodex—fellow influencers, their business acumen, energy, focus and "demanding for perfection" work style as well as their "Rolex," their investments, be they business or philanthropic. (See illustration 3)

Entrepreneurs' success in the world of business, they believe, is transferable to a world of pressing social needs. They carry with them the Olympic mottos: *citius, altius, fortius*—higher, faster, stronger—and will brook no excuses from nonprofit leaders, will tolerate nothing but our best, and will relentlessly push us to greater efficiencies and new ways of approaching our work. Not only is the attitude of philanthropy changing from "charity to full engagement," not only are the players evolving, but the entire landscape is transforming.

Illustration 3

Greg Dees said, "Philanthropy today is best defined more broadly than giving away money, 'as mobilizing and deploying private resources, including money, time, social capital, and expertise, to improve the world in which we live."[75] Philanthropreneurs are all about impact. They bring the amazing peripheral vision that the greatest of our ancestral hunters processed. They can envision opportunity where others cannot, markets where none previously existed, and "Blue Oceans" and "The Long Tail" strategies that contemporary business writers are just now exploring. These ADHD and often dyslexic influencers simply see better and broader and think differently than we often do in the nonprofit world. They know how to focus on new models which attack old intractable problems in new and multidisciplinary ways, apply strategic resources, and scale successful models. When they turn their thoughts to broad social change, they are able to think with "oriental" rather than occidental minds, both the ying and the yang—contemplating the competitive and collaborative orientations simultaneously. Often they show up at our doors

[75] Matthew Bishop and Michael Green, *Philanthrocapitalism: How the Rich Can Save the World*, Bloomsbury Press, 2008, p. 49

wearing two hats, one philanthropic and one all about business, and they deftly trade off these hats as they deem most appropriate to the circumstances. This changes everything for those of us in the nonprofit worlds. This shift in thinking, this new landscape along the philanthropy to business continuum, will require us to reorient our hearts and our minds.

These are not new and suddenly immerging trends. Like all changes, they have been evidenced and reported by the early adaptors of our worlds—the venture capitalists turned venture philanthropists. They blossomed in Silicon Valley before the dot-com bust; they were manifest in the Ashoka Foundation and now in hundreds of other nonprofits around the globe. They live in the souls of the social entrepreneurs; they exist in the curriculums of our best universities; they gather in "herds with a heart" at the watering holes of the Davos Conference, the Clinton Global Initiative, and the Aspen Institute and at many other sites around the world. They prefer "Do Tanks" to mere "Think Tanks." They are documented in publications such as the *Stanford Social Innovation Review*. They are here to stay, and they are coming to a theater near you! We can either embrace them or rebuff them at our peril.

This will require the nonprofit world to be "open to openness," to be willing to acknowledge a new world is upon us. Many in our midst believe that the new landscape is a temporary trend and that the world will right itself again, carefully bifurcating the landscape into the independent spheres of philanthropy and business. The Portuguese and the Spanish may have asked the Pope to divide the world neatly via a line of demarcation, but that is both passé and imprudent. The 21st century hunters, the game-changing philanthropreneurs, are like the proverbial toothpaste out of the tube … we will never get them back into the tube again, and that is a beautiful thing, for innovation always occurs when two seemingly opposite ideas collide in the night. With the friction and the heat given off from the worlds of competition and collaboration colliding like two tectonic plates, we also see bright flashes of light wherein lay new worlds of possibilities and transformations. Staying in our neatly defined arenas may be comfortable but not creative, soothing but not solving the challenges of our times.

The philanthropreneurs of our time attack the societal problems of today with eyes and minds wide open. They constantly scan the environment for other early adaptors, for fellow people of vision in both the for-profit and the not-for-profit worlds. Socially responsible investing (SRI) is "a concept aimed at addressing sustainability through financial markets; it combines investors' financial objectives with their concerns about social, environmental, ethical, and corporate government issues." The rise of double and triple bottom lines where businesses share a concern not only about profits but also about social issues and the environment is impressive. Like Steve Case who remarked, "Too many people still act as if the private sector and the social sector should operate on different axes, where one is all about making money and the other is all about serving society. The real strength of organizations in the 'sector-blending' space is that they don't just balance competing goals—they try to maximize them both."[76] The next year at the 2008 Davos Conference, Bill Gates said, "The genius of capitalism lies in its ability to make self-interest serve the wider interest. There are two great forces of human nature: self-interest and caring for others." (Illustration 4)[77]

Illustration 4

Whether the label is "not-only-for-profit," "social entrepreneurship," or "creative or conscious capitalism," all the models presently evolving apply business tenets, the for-profit mentality, to a variety of societal needs. Business acumen meets social consciousness. How does this change the traditional world of and roles within the nonprofit sector? It requires us to enlarge our visions as well, to alter not only the nomenclature of philanthropy to include the developing world of social entrepreneurship but to think differently about how to inspire support in the future. To think with both a business hat and a philanthropic hat, to hold in our minds simultaneously the concepts of both collaboration and competition, and to cultivate a "supply-side" mentality rather than a "scarcity" model mindset will require nonprofit leaders to embrace a brand-new world—a

[76] Personal interview fall, 2007

[77] online.wsj.com/2008/01…davos…/index.htm

world where private equity/venture capital models are applied in the nonprofit sectors; a world of active engagement of benefactors to achieve agreed-upon outcomes measuring organizational effectiveness, capacity building, and a variety of funding mechanisms, only one of which will be pure philanthropy; a world of "proof of concept models" and questions of the scalability and sustainability of best practices.[78] Think of the Broad Institute of MIT and Harvard where two great institutions collaborate and use "systemic approaches in the biological sciences to dramatically accelerate the understanding and treatment of disease. To fulfill this mission, we need new kinds of research institutions, with a deeply collaborative spirit across disciplines and organizations and having the capacity to tackle ambitious challenges."[79]

Visual acuity and peripheral vision were essential skills in the lives of our hunter-gather ancestors. These very skills will shape the philanthropic future: better perspective, broader participation, a welcoming and creative way of looking at a new socially connected world. To steal a great line from the Ronald Reagan, "Philanthropic leaders of tomorrow … tear down these walls." Get comfortable with being uncomfortable. Actively embrace both competition and collaboration, merge both the best practices of the for-profit world and the nonprofit world. Like with all great leadership, it will require both courage and creativity. The impact will be swift and palpable, inspiring and effective.

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[78] European Venture Philanthropy Association www.evpa.eu.com

[79] www.broadinstitute.org

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This is Tom's third *GHC Conversation.*

THE DESTINO PROJECT: MENTORING LEADERS FOR THE FUTURE

By Tom Soma

The best way to predict the future is to invent it. – Theodore Hook[80]

In October, 1810, 22-year-old Theodore Hook made a rather audacious bet with his friend, Samuel Beazley—then proceeded to orchestrate one of the most elaborate pranks in British history (later dubbed "The Berners Street Hoax"):

> *At 9 am on November 10, 1810, a coal delivery man knocked on the door of Mrs. Tottenham, who lived at 10 Berners Street in London. He had a delivery of coal for her. She told him she hadn't (ordered) any coal, and he went away.*
>
> *Mrs. Tottenham thought nothing of the incident, but soon after a bread delivery man knocked on her door. She sent him away too, but he was followed by delivery men bearing almost everything imaginable: furniture, musical instruments, flowers, fish, fresh vegetables, a wedding cake, and even tanks of lager piled high on a brewer's dray. Tradesmen also showed up at her door: chimney sweeps, physicians, dentists, wig-makers, gardeners, housemaids, and undertakers.*
>
> *Dignitaries then began to arrive. The Governor of the Bank of England showed up, searching for the widow who had written him of her intent to settle a sizeable endowment on the Bank. The Archbishop of Canterbury was close behind, followed by prominent businessmen, cabinet ministers, Dukes, and finally the Lord Mayor of London.*

[80] "Conversations in Management," retrieved January 2, 2011, from http://thehoustonpilgrim.com/CM/Hook_08_19_07.htm

By midday, so many were people were crowded into the narrow street in front of her house that it was hard even to move. Mrs. Tottenham had no idea what to make of it all. Somehow a cart was knocked over, fighting broke out, and a near riot ensued. It was well past dark by the time the crowd began to thin out.

When the dust had all settled, two men emerged from a neighboring house, shook hands, and exchanged a guinea. The two men were Theodore Hook, a writer of popular comic operas, and his friend Samuel Beazley. Hook had bet Beazley a guinea that he could transform any house in London into the most talked about address in the city within a week. To win the bet Hook wrote hundreds of letters directing all the tradesmen, delivery men, and dignitaries in London to visit 10 Berners Street. Although Hook eventually confessed to being the mastermind behind the hoax, he never faced any punishment for it.[81]

Predicting the future is at best a game of chance. Sure, it's fun—and if you're lucky or smart enough, you might actually cash in a bet. But the longer the horizon, the lower the odds of being around to benefit from either your good fortune *or* good sense. And while predicting the future may be entertaining, attempting to shape or influence it, as Hook mischievously demonstrated, is another undertaking.

Two years ago, at the close of *"Conversation 2009,"* a gathering of non-profit leaders to explore issues in philanthropy, I was challenged to take the future into my own hands—to identify some issue or reality that would benefit from my considered initiative. At the time, I concluded that the greatest need—in both the public *and* private sector—was for creative, compelling leadership—and that the best way for me to shape the future I desired was to assist in the formation of promising young leaders.

DESTINO—OR DESTINY?

"Become a stronger, more effective leader in just one high-energy, intensive day of power-packed training!" (From **CareerTrack** catalog, January & February 2011, promoting the workshop, *"Creative Leadership for Managers, Supervisors and Team Leaders")*

If only it were so simple.

[81] "The Berners Street Hoax," retrieved January 7, 2011, from http://www.museumofhoaxes.com/hoax/archive/permalink/the_berners_street_hoax/

I opt for the longer view. Engendering leadership is a process. It takes time. And it benefits, I believe, from an ongoing give-and-take that is best likened to a craftsman's apprenticeship. That belief—coupled with the closing challenge of *Conversation 2009*, resulted in an experiment in leadership development that four colleagues and I fondly call, "The Destino Project."

While the name sounds grandiose, it actually refers to the coffee shop where the five of us convene monthly to "talk shop." Café Destino is a modest bistro on the corner of Northeast Fremont and 14th in Portland, Oregon, where our experiment was conceived and continues to evolve. That rooting in place is part of the project's elegance—and one of the elements that make it such an easily-replicable model for leadership development.

Like informal klatches that have similarly assembled for centuries, our gatherings began innocuously. Mark Holloway (Executive Director, Social Venture Partners Portland) and I had already been meeting monthly, just to compare notes. Thinking that our mutually supportive connection might benefit from the addition of like-minded peers, we invited three others to join us: Jeff Anderson (Chief Operating Officer, The Oregon Community Foundation), Andy Nelson (Executive Director, Hands On Greater Portland), and Keith Thomajan (President and CEO, Camp Fire USA, Portland Metro Council). Several months into the burgeoning association, I returned from the conference and put both an observation and challenge on the table.

The observation (which instantly resonated with all four colleagues): Looking back on my 30-year professional life, the one thing I had always longed for but never found was a mentor—someone older, wiser, and more experienced who would take me under his wing and help advance my budding non-profit career.

The challenge: How might we (now that each of us had arrived at that older—and ostensibly wiser and more experienced stage in our respective careers), give to others that which had been so desirable—yet so inaccessible—to us? Could we proactively shape the future and benefit the greater Portland community by extending ourselves to younger professionals who might someday occupy our own or similar positions of leadership?

Over the next few months, the five of us began to fashion the initiative that would put those questions to the test.

GETTING STARTED

After co-founding and helping to grow Infosys Technologies into a $10 billion company, CEO Naryana Murthy assumed a new role as "nonexecutive chairman and chief mentor" when he turned 60.

> *Asked at the World Economic Forum in Davos, Switzerland, why he chose that role for himself, he said his primary role as a leader was to ensure successive generations of leaders… (and that) his greatest value was not in his intelligence, but in how he invested his intelligence in others.*[82]

Murthy's premise—that *we* are *responsible* for preparing future leaders—was at the core of our endeavor. Our initial question: Within the constraints of our own considerable obligations (both at work and home), how might we embrace this responsibility in a meaningful yet reasonable fashion? We wanted to do something that would be enjoyable, educational, intimate, and manageable—for *everyone* involved. So, our first decision was to keep the project modest, with each of us agreeing to mentor two younger professionals.

We then formulated two complementary program elements. The first would be regular meetings in which each mentor and his mentees would explore (over breakfast, lunch, coffee, beer, whatever) any issues, experiences, or questions that were of mutual interest. While those would serve as a solid and flexible foundation, we felt they needed to be reinforced by periodic gatherings in which mentors and mentees would examine larger issues of collective relevance. So, we decided to include five theme-oriented group sessions. Our intent was to create a learning community in which both mentors and mentees would benefit from a cross-generational, cross-organizational, and cross-hierarchical exchange.

Having embraced our responsibilities and framed what seemed a workable plan, we needed to recruit some mentees (not to be confused with guinea pigs). After discussing the characteristics that might distinguish a "future leader" (age, role, experience, personality, etc.), we decided that each of us would simply use our best judgment, explain the experiment to two or three rising "stars" in the non-profit sector, and invite them to participate. We were free to nominate employees from our own organizations who we felt would benefit from the tutelage of a mentor to whom they did not report.

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[82] Liz Wiseman, with Greg McKeown, *"Multipliers: How the best leaders make everyone smarter,"* 2010, HarperCollins Publishers, New York, NY, p. 187

The planning process and selection of an initial cohort took nearly six months. At an introductory dinner hosted by the mentors at my home, we laid out the program elements and elicited input from the mentees about their specific interests and needs. Based on that input, we paired ourselves with the mentees who seemed the most appropriate (or, in all honesty, the ones who intrigued us most).

THE PROJECT'S FIRST YEAR

Initially, we conceived the initiative as a one-year effort—during which time mentors and mentees would meet regularly (I chose once a month), and conduct the five group sessions (with each mentor assigned to lead one session). While the individual mentor-mentee meetings presented a minor but surmountable scheduling burden for some, the group gatherings have definitely been a challenge. Having conducted three during 2010, we decided to extend the project an additional six months into 2011, during which time two more sessions are planned. The extension has not met with resistance.

Consistent with our original design and intent, the project has maintained an informal, ad-hoc, organic flavor—loosely structured, responsive, dynamic. In my monthly sessions with Hans and Kristin (hopefully, it's safe to use their real first names), my suggestions have served as a springboard for approximately half the discussions—but even then, questions emerge and conversations evolve around *their* related desires and needs. While we've often begun with a specific article or book, we've ended up exploring leadership styles, salary negotiation, career ladders, impact measurement (both individual and organizational), and managing up, down and sideways. Both mentees have approached me between sessions with specific, work-related questions. So, it's been a practical give-and-take, in real time—as has been the case for the other mentors and mentees.

Likewise, our group gatherings have been highly interactive. Topics to date include the Enneagram (a system for understanding personalities, for which we engaged a local expert), work-life balance, and leadership in times of ambiguity (both of which were facilitated by mentors). Next up is an exploration of different approaches to organizational planning, which will be led by an outside consultant. All of these topics were identified at the initial community gathering and refined by the mentors during our regular monthly meetings.

INITIAL OBSERVATIONS

One thing the mentors recognized at the outset is the inherent difficulty aspiring leaders have approaching their own supervisors for the kind of mentoring we hoped to facilitate. Within every organization, the focus is understandably *immediate*—which sometimes makes it difficult for leaders to afford subordinates the kind of "big picture" mentoring they deserve. Our intent (which I can safely say has been realized across the board) was to extend these ten younger professionals an opportunity to step *outside of and back from* their daily responsibilities and simply reflect—if only for an hour or two a month, and with a mentor who was *not* their immediate supervisor. We provided a safe space outside the formal work setting and a sounding board in the form of a seasoned leader who wasn't monitoring and evaluating their performance. (A pay-off for me—I was able to nominate my development director for mentoring by a trusted peer). In short, we offered them access to our knowledge and experience for their own formation and sense making—with no strings attached. I think that contributes considerably to a more open, honest, and effective mentoring dynamic.

Another initial understanding: We aren't authorities! We *are* active practitioners. While each of us has enjoyed successful tenures in our current roles, none of us harbor any illusion of being the next Peter Drucker! On the contrary, the Destino monthly gatherings are a simultaneous recognition of our own inherent limitations and corresponding desire to access our collective wisdom. We're still learning ourselves (which itself serves as a valuable model). Through the project, mentees have an intimate glimpse of both our strengths *and* shortcomings—which is, ironically, another elegant feature of the project. While they get our attention and the benefit of at least two decades of experience, they aren't getting Naryana Murthy—or anyone else of that caliber—which actually adds to the formative opportunity *and* enhances the project's replicability!

That said, and at the risk of stating the obvious: ***the ingredient most critical to the success of the mentoring relationship is the desire and commitment of both mentor and mentee***. The more active (and consequently, most beneficial) pairings directly reflect the interest and initiative of those involved.

What distinguishes this effort from others I've observed is the focus on leadership cultivation for its own sake. Participation is voluntary and the benefits intrinsic. There is no graduate school or continuing education credit. At one point, however, Hans volunteered that our meetings were a *much* more intimate, in-depth exploration of relevant issues than *any* of his graduate school classes—for which he still owes a sizable debt!

Another significant benefit to this model—evidenced by the large group gatherings—is that mentees have periodic access to *multiple* leaders and leadership perspectives. This reflects our underlying belief that budding leaders benefit from exposure to diverse styles and personalities as they attempt to forge and refine their own.

While our primary intent was to establish a working mentor-mentee dynamic, the experiment actually facilitated at least four specific inter-relationships (two of which were immediately intended, a third which was an unplanned by-product, and a fourth which represents our ultimate hope):

Intentional dynamics:

- **Mentor-to-mentor**. Through our planning, collaboration, and voluntary effort, the mentors model not only a cooperative, communal approach to leadership formation, but also a readily accessible means of continuing education.
- **Mentor-to-mentee**. The facilitation of apprenticeship-style learning, in both individual and group settings.

By-product:

- **Mentee-to-mentee**. Through both the large group gatherings in which everyone participates and individual sessions that include another mentee, mentees engage with peers who have similar responsibilities and aspirations—and who they might not have met otherwise. Consequently, they have become resources for each other (much like their mentors).

Ultimate hope:

- **Mentee becomes mentor**. Ideally, the cycle repeats itself. At some point, current mentees will extend themselves as mentors to others—"paying it forward," as it were.

Though not intended, the project has clearly expanded the professional networks of both mentors and mentees. While no one has changed jobs, I have recommended mentees for open positions with other organizations. I imagine it's only a matter of time before some mentee accepts a position with (or made possible by) his or her mentor. This calls to mind perhaps the most inspiring element of the project: its community approach to leadership development.

By working *across* (as opposed to *within*) organizational lines, we facilitated open, candid discussion about issues in which the mentees were truly interested. A more traditional form of mentoring *should* occur in our respective organizations as we guide subordinates. However, this model *crosses* organizational lines and "pollinates" leadership in *other* (and what might narrowly be perceived as *competing*) organizations. By doing so, we embraced a uniquely collaborative approach to leadership development. We're training leaders purely for their gain and society's future—not for any immediate or anticipated benefit to our respective organizations. In that sense, we're truly advancing "the common good."

Finally—and while also obvious, it merits note—I continue to profit considerably from my role as a mentor. Besides the pure enjoyment I derive from my time with mentees (and the memories it evokes of being in their shoes 10 or 15 or 25 years ago), the exercise helps me stay fresh. I get an insight into what my subordinates might be thinking about *me* (not necessarily what I bargained for!). The mentees prompt me to consider and re-consider critical issues. Their earnestness inspires me. They keep me on my toes—and challenge me to be more flexible and sensitive.

THOUGHTS ABOUT LEADERSHIP EVOKED BY THE PROJECT

> *The great leader speaks little.*
> *He never speaks carelessly.*
> *He works without self-interest*
> *and leaves no trace.*
> *When all is finished, the people say,*
> *"We did it ourselves."*[83]

Are leaders *born* or *bred*? My mentees and I discussed that question early on, during two 90-minute sessions. Our conclusion: Leaders are born *and* bred. Certainly, "natural" leaders possess varying degrees of passion, motivation, charisma, curiosity, and desire, all of which might be "inherited" to some degree. But they also benefit from education, experience, empowerment, role-modeling, and sober self-reflection—all either disciplines or gifts.

Obviously, you can't make a leader out of someone unsuited to the role. Initiatives such as this *can* bring out the best in someone who innately "has what it takes" and just needs guidance and/or inspiration. But not even the best and most expensive leadership training can guarantee the outcome!

Our collective conclusions to date: Great leaders engage, empower, mobilize, challenge, and inspire. They ask compelling questions rather than provide stock answers. They guide and elicit, rather than dictate. They communicate openly and convey confidence. They create an

[83] Dr. Wayne H. Dyer, *Change Your Thoughts—Change Your Life: Living the Wisdom of the Tao*, 2007, Hay House, Inc., Carlsbad, CA, p. 76

environment where people perceive themselves as part of a solution and take responsibility for creating it. They model openness and candor, and go beyond respect to rapport.

My view: Leadership is far too critical to be left to a single person. If organizations (even and especially small ones such as mine) are to be successful, leadership should be encouraged and borne widely. While deference may (at least initially) be extended to those at the top of the organizational chart, the mantle of leadership must ultimately be *earned* no matter what your title. You can assert leadership from *any* position in an organization—provided you're patient and listen well. In fact, sometimes it's *easier* to lead from a mid-level role (such as the ones currently occupied by my mentees)—where the pressure isn't necessarily as intense.

The bottom line: True leaders touch the spark to do good that exists in everyone. They must stand simultaneously inside and outside the organizations they lead. They need to be courageous. And most importantly, they need to remain grounded, drawing from an inner fortitude even under the most trying circumstances.

There is no "prescription" for this. But I continue to ask my mentees the questions I consider essential to both my own formation and theirs: *What's important? What gives you energy? What makes you happy? What do you love? What would you like your legacy to be?* I encourage them to ponder such questions—and to live the answers. So far, I've been impressed by what I've seen. As Hans put it at the end of one session, "Leadership is like yoga—it's about alignment, not striving."

IMPLICATIONS FOR THE FUTURE

> *There are those who depend on us, watch us, learn from us, take from us. And we never know. Don't sell yourself short. You may never have proof of your importance, but you are more important than you think. It reminds me of an old Sufi story of a good man who was granted one wish by God. The man said he would like to go about doing good without knowing about it. God granted his wish. And then God decided it was such a good idea, he would grant that wish to all human beings. And so it has been to this day.*[84]

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[84] Robert L. Fulghum, *All I Really Need to Know I Learned in Kindergarten*, 1989, Villard Books, New York, NY, p. 80.

What might this experiment suggest about the practice and promise of philanthropy? What future is waiting to emerge, dependent on me to bring it into being? If nothing else, I'm certain of this: ***These ten young people ARE the future!***

Twenty years ago, *I* was the future. And while I may still have something to offer, what I *know* is that, 20 years from now, my future will be in the hands of people like Hans and Kristin, and the eight other participants in this project. They will be guiding the social service organizations likely to be serving *me*. As George Carlin put it, "The future will soon be a thing of the past." So will I. And I certainly hope that, 20 years from now—when I'm in my mid-70s—I find myself residing in a community that's even more compassionate and caring than the one I'm trying to advance through my efforts now.

Can I act? Should I act to influence the future, whatever it might be? Of course! Aside from the fact that it's in my own interest, failure to do so is a fundamental abdication of responsibility.

The world is small and growing smaller. We can no longer afford to think narrowly. Interdependence is replacing independence as a relational paradigm. If we, as a global community, are to tackle the BIG challenges—food, water, health care, the environment—collaboration must replace competition as the problem-solving methodology of first resort.

If the Destino Project proves anything, it's that the *practice* of this brand of philanthropy is simultaneously its *promise*! In an almost embarrassingly simple way, our experiment in leadership formation demonstrates that even unrelated organizations can collaborate in significant ways to benefit society now and in the future. We *can*, quite easily, move beyond "vested" to "shared" interests.

It doesn't take a rocket scientist to see that this project—which requires only a minimal outlay of time and (depending on the price of coffee) even *less* money—can be replicated just about anywhere by just about anyone. I hope that's the case.

My personal investment (and that of my four colleagues)—in Kristin, Hans, and the eight other mentees—isn't static. On the contrary, it's inherently dynamic. It doesn't stop with them. Having benefited from whatever they've gained, they're positioned (and hopefully inspired) to emulate our initiative. Ideally, it's a spiral approach to leadership—where knowledge is continually refined and re-transmitted. I like to think I'm advancing the wheel. I certainly believe I need to keep trying—for, as Robert Fulghum so eloquently points out, you never know…

Participant Bio

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Laura Rehrmann is president of the Group Health Foundation and vice president for Community Responsibility for Group Health Cooperative, one of the nation's largest consumer-governed health care systems. Rehrmann oversees the Foundation's work in fundraising and program development to support Group Health patient care and community health programs.

Rehrmann has been with Group Health since 1997, when she joined as vice president of Development of the Foundation, Group Health's philanthropic arm. She was named president and CEO of the Foundation in 2000. She earned her Master in Not-for-Profit Executive Leadership from Seattle University, is a fellow of the Association for Healthcare Philanthropy, and is a Certified Fund Raising Executive. She is a past Chair of AHP and serves on the AHP Madison Institute faculty.

Rehrmann began her career in public relations focused on healthcare. She went on to found a specialty newspaper eventually selling the business. She entered the development field in 1988 and has worked for Meany Hall for the Performing Arts at the University of Washington; Catholic Community Services of King County, and was Executive Director of the Seattle Central Community College Foundation. She serves on the boards of Nature Bridge, Leadership Tomorrow, Independent Colleges of Washington, American Red Cross of King and Kitsap Counties.

This is Laura's first *GHC Conversation.*

THE ROLE OF THE BOARD IN ANTICIPATING, MEETING AND SHAPING THE FUTURE

By Laura W. Rehrmann, FAHP

Aside from the compelling missions of nonprofit organizations, the complexity of philanthropic systems and the unique role of the board is what brought me into fund development. As a board member of several organizations, I had experienced board dynamics, the commitment of board members to serve a greater good, and the unique role that a volunteer board plays in achieving organization mission. I found compelling and distinctive the board members' commitment, camaraderie and service to something much larger than an individual interest.

Why do people join boards of non profits? There are many reasons, prestige or they were asked by someone they admire, however at the heart of their willingness to volunteer their time and give their money is I believe an aspiration to be of service, to be a servant leader. This aspiration may not be well defined or understood by the board member, nor the staff member. However I believe that the more service and servant leadership is understood and internalized, the better governance practices will be, and ultimately the board's role as stewards of the mission and community will be more effectively realized. Both board and staff will have more fun and bring more energy to the board room too.

I am using two reference points to better understand how to look around the corner to a future two decades away. One is the work of Robert K Greenleaf, and the other is

"Governance as Leadership."[85] I believe that Greenleaf's work sets the philosophical underpinnings for the notion of "generative governance and thinking."

The questions I am exploring are how do I teach and mentor, lead and collaborate with individual board members, staff members, and the board as a whole to develop servant leaders? How do I become a better servant leader myself to serve the stakeholders today, and as importantly, prepare the way to serve the board and institutional needs in 2030? What are the change indicators we need to recognize today that energize our boards, staffs and selves so that we build the flexibility and muscle memory to incorporate change and new ways of being up to 2030 and beyond?

The beginning point for me is the work of Robert Greenleaf. The phrase "Servant Leadership" was coined by Robert K. Greenleaf in *The Servant as Leader*, an essay that he first published in 1970. In that essay, he said:

> "The servant-leader *is* servant first… It begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is *leader* first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions…The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature."
>
> "The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? *And*, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?"[86]

In his second major essay, *The Institution as Servant*, Robert K. Greenleaf articulated what is often called the "credo." He said:

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[85] Richard P. Chait, William P. Ryan, Barbara E. Taylor, *Governance as Leadership: Reframing the Work of Nonprofit Boards*, 2005, John Wiley & Sons: Hoboken, NJ

[86] *Greenleaf Center for Servant Leadership*, retrieved January 3, 2011, from: http://www.greenleaf.org/whatissl

> "This is my thesis: caring for persons, the more able and the less able serving each other, is the rock upon which a good society is built. Whereas, until recently, caring was largely person to person, now most of it is mediated through institutions - often large, complex, powerful, impersonal; not always competent; sometimes corrupt. If a better society is to be built, one that is more just and more loving, one that provides greater creative opportunity for its people, then the most open course is to raise both the capacity to serve and the very performance as servant of existing major institutions by new regenerative forces operating within them."[87]

Whether board members or staff, we are a mix of "leader first" and "serve first" individuals with, as Greenleaf says, a continuum between the two that incorporates human diversity.

Greenleaf's writing and thinking is widely admired in the business literature including authors such as Peter Senge, Peter Drucker, Stephen Covey and Margaret Wheatley.

Stephen Covey, in his foreword to *Insights on Leadership*, emphasized the competitive importance of servant leadership as it relates to the empowerment of employees. He said:

"The deepest part of human nature is that which urges people—each one of us—to rise above our present circumstances and to transcend our nature. If you can appeal to it, you tap into a whole new source of human motivation. Perhaps that is why I have found Robert Greenleaf's teaching on Servant Leadership to be so enormously inspiring, so uplifting, so ennobling."

> "A great movement is taking place throughout the world today. Its roots, I believe, are to be found in two powerful forces. One is the dramatic globalization of markets and technology. And in a very pragmatic way, this tidal wave of change is fueling the impact of the second force: timeless, universal principles that have governed, and always will govern, all enduring success, especially those principles that give 'air' and 'life' and creative power to the human spirit that *produces* value in markets, organizations, families, and, most significantly, individual's lives."
>
> "One of these fundamental, timeless principles is the idea of Servant Leadership, and I am convinced that it will continue to dramatically increase in its relevance….You've got to produce more for less, and with greater speed than you've ever done before. The only way you can do that in a sustained way is through the

[87] Ibid

> empowerment of people. And the only way you get empowerment is through high-trust cultures and through the empowerment philosophy that turns bosses into servants and coaches…" (I suggest you can substitute "boards" for "bosses.")

"Leaders are learning that this kind of empowerment, which is what Servant Leadership represents, is one of *the* key principles that, based on practice, not talk, will be the deciding point between an organization's enduring success or its eventual extinction."[88]

Margaret Wheatley gave a talk on "The Work of the Servant Leader" at the 1999 conference. In her talk, which was published in *Focus on Leadership*, she said:

> "There are many patterns, many beliefs, out there about leadership, about people, about motivation, about human development. The essential truth I'm discovering right now is that when we are together, more becomes possible. When we are together, joy is available. In the midst of a world that is insane, that will continue to surprise us with new outrages…in the midst of that future, the gift is each other. We have lived with a belief system that has not told us that. We have lived with a belief that has said, 'We're in it for ourselves. It's a dog-eat-dog world out there. Only the strong survive and you can't trust anybody.' That's the belief that's operating in most organizations if you scratch the surface. The belief that called you to be a servant-leader, I believe, is the belief of who we are as a species. We have need for each other. We have a desire for each other, and, more and more, I believe that if *the real work is to stay together*, then we are not only the best resource to move into this future—we are the *only* resource….We need to learn how to be together: that is the essential work of the servant-leader."[89]

For-profit organizations, government and nonprofit institutions make up the fabric of our society. While each often operates in its own silo, and when one sector takes more from another there is competition at the boundaries of each, our civil society is dependent on each performing its specific task well as well as intersecting tightly when necessary because it is in the best interests of all to have an educated population, a healthy community, and opportunities for the pursuit of happiness, however that is defined. On nonprofit volunteer boards, all three sectors are often represented and in the board room, through focus on stewardship of the mission and service, we have the opportunity to deeply engage.

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[88] Ibid, http://www.greenleaf.org/whatissl/StephenCovey.html

[89] Ibid, /MargaretWheatley.html

Ann McGee-Cooper and Duane Trammell, in *Focus on Leadership*, defined Servant Leadership this way:

> "Servant Leadership is not about a personal quest for power, prestige, or material rewards. Instead, from this perspective, leadership begins with a true motivation to serve others. Rather than controlling or wielding power, the servant-leader works to build a solid foundation or shared goals by (1) listening deeply to understand the needs and concerns of others; (2) working thoughtfully to help build a creative consensus; and (3) honoring the paradox of polarized parties and working to create 'third right answers' that rise above the compromise of 'we/they' negotiations. The focus of Servant Leadership is on sharing information, building a common vision, self-management, high levels of interdependence, learning from mistakes, encouraging creative input from every team member, and questioning present assumptions and mental models."[90]

The more I read and thought about servant leadership, the more I saw it as closely related to the work of Chait, Ryan and Taylor and their work, "Governance as Leadership." They describe three types of board work: fiduciary, strategic and generative. The generative work of the board asks the same questions that servant leadership practice asks. It helps us frame issues and identify the most effective way to recognize and understand the signs of the future as they emerge, it asks us how to bring that future into action and does it through a network of connections many of which our boards bring to us, or certainly enhance.

Recruiting and deeply engaging board members who represent the broadest diversities of our communities will give us a potential source for deeply discussing and listening to each other to find the ways to understand and frame issues. Asking ourselves how does globalization affect us? In services, philanthropy, future connections, board membership? How do current and emerging technologies bring change to our way of doing business, stewardship, building communities, expanding services? How does the speed of communications today affect the way we do things? Do we need opportunities to socialize, work in process together, build creative consensus differently? How do we prompt and encourage energized discussions that find the "third right answer" as Ann McGee-Cooper and Duane Trammell identify? These are the generative issues Chait, et. al. describe as the real work of the board.

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[90] Ibid, /AnneMcGeeCooper-DuaneTrammell.html

Servant leadership puts staff and board at the table together and is a way to address the "problems" of boards. Because boards face a problem of purpose, not of performance. [91] Staff frustration with what is described as board meddling, or micromanagement and often a focus on insufficient board fundraising becomes the catchall criticism of boards by executives because they don't have a viable alternative vision of how boards can add value to an organization.

Chait, et al., suggests that for most boards generative thinking requires a new type of agenda that features ambiguous or problematic situations rather than reports and routine motions. Instead of winning the board's confidence by masking all ambiguities, an executive can earn the board's **trust** by exposing the ambiguities and then grappling together to make sense of the situation."[92]

I am hoping for a generative discussion of what works to engage boards at a generative level. To recognize that socialization is important for board members to get to know one another to work effectively, but time is limited, and face time even more so. How do we use technology to build relationships? Who do we need at our board tables to meet the changing needs of our customers and communities? How do we prepare to exercise new skills at the board and staff level to engage in generative thinking when it is called for? The board has an easily understood fiduciary role, a well understood strategic role, however the generative role is newly defined and allows for the most inclusion, deep discussion, and true value of the board to emerge.

With highly skilled staff leadership today, organizations don't need board members to do staff jobs. However, Board members are essential to rich, energetic discussions when any of the following characteristics of an issue signals that generative governance might be called for:

- *Ambiguity.* There are, or could be, multiple interpretations of what is really going on and what requires attention and resolution.
- *Saliency.* The issue, however defined, means a great deal to a great many, especially influential people or important constituencies.

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[91] Richard P. Chait, William P. Ryan, Barbara E. Taylor, Governance as Leadership: Reframing the Work of Nonprofit Boards, 2005, John Wiley &Sons: Hoboken, NJ, pp. 15-16.

[92] Jeanne Bell, Richard Moyers, Timothy Wolfred, Daring to Lead 2006: a National Study of Nonprofit Executive Leadership, CompassPoint & Meyer Foundation, p. 11.

- *Stakes.* The stakes are high because the discussion does or could invoke questions of core values and organizational identity.
- *Strife*. The prospects for confusion and conflict and the desire for consensus are high.
- *Irreversibility*. The decision or action cannot be easily revised or reversed, due as much or more to psychological than financial commitments.[93]

What kind of preparation do we need to do as board and staff to get ready for generative thinking? Much like fire fighters who do not fight fires all the time, what kind of training, tool maintenance and bonding time do we need to be ready to spring into action?

The old paradigm is that a board underperforms, but the new paradigm is that underperformance indicates a problem of purpose.

As McGee-Cooper and Trammell said, "the focus of Servant Leadership is on sharing information, building a common vision, self-management, high levels of interdependence, learning from mistakes, encouraging creative input from every team member, and questioning present assumptions and mental models."

We need our boards to bring this level of discussion, inquiry and energy to frame issues. By recruiting and training board members from different backgrounds, with different skill sets and experiences we create the diversity we need for deep discussions and new understanding. The future is only understood when board and staff work jointly to frame issues and introduce different perspectives.

I believe that the future of philanthropy is driven by board members who freely and energetically engage in framing the issues and understanding service to others in a new way. Servant Leadership is the philosophy, and generative thinking is the tactic that will allow us to adjust, adapt and thrive in service to our missions.

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[93] Ibid, Governance as Leadership, p. 97.

Gary Hubbell Consulting *Conversation 2011*

Participant Bio

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Kevin Benson currently serves as the Manager of the Providence Center for Faith and Healing, (PCFH) a Ministry of Providence Health Care in Spokane, WA. Kevin is passionate and excited about integrating and advancing spirituality in health care, and likes to find innovative and fun ways to expand the mission of his organization in the 21st century.

He has spent the last 11 years working with non-profits, churches, universities and other mission driven organizations in Spokane, WA He has spent time as a development officer, special events director, volunteer and youth pastor.

Kevin is a graduate of Whitworth University, where he received a B.A. in Communications and Theatre, and Eastern Washington University, where he received a M.S. in Communications.

Kevin is also a dad, a comedian, an actor and a lover of all things "tech." He spends much of his free time with his family, daughters, Ramona (4) and Eloise (2) and his wife, Ann.

This is Kevin's first *GHC Conversation.*

Social Media: Engaging a Changing Audience in Telling Our Story

By Kevin Benson

In the summer of 2010, my wife and I attended her 20th high school reunion. While the night wasn't anything out of the ordinary – we enjoyed a nice meal, had a drink, shared some laughs with old friends, and danced awkwardly to 80s music – what was most interesting about the evening was what it lacked: small talk. In the last 5 years, the advent of social media (for the purposes of this essay, I am defining social media as the various internet based technologies which allow people to communicate easily to share ideas, information and resources) has fundamentally changed the way that we interact with one another on a personal level. Instead of saying, "Oh hey, Jim! How long has it been? What have you been up to?" we now begin conversations with "So, I saw on Facebook that you and Mary got divorced and you bought a Harley. How's that going for you?" As we drove home, my wife remarked on how different her 20-year reunion was from her 10th, on how in-depth and personal her conversations were this time around. And while she has no plans to interact any more frequently with her long-lost high school friends, she was shocked at how being connected by social media had completely changed the tone of the evening.

Social media is changing the way that we interact with one another in many different ways, personally, professionally, and as a society. When asked to explore the question "What are the interrelationships that will most deeply affect the practice and promise of philanthropy in 2030?", I immediately began to think about my fascination with technology and social media, how it has affected relationships, and the subsequent impact this shift must have on philanthropy. First, is the recognition that a virtual or online relationship is, in fact, part of the fabric of interpersonal relationships, especially for younger generations. Now, more than ever before the "millennial" generation is fully engaged with technology in all aspects of their lives, professional and personal. For this reason, non-profits MUST have a vital, vibrant online presence. Secondly, our relationships are changed by the wealth of information available online – not just news, pop culture and sports data, but status updates and personal profiles. When we have access to so much information about so many entities, we can leap-frog over surface issues and get to what is substantial. Given that this is becoming an assumed element in relationships, organizations need to take advantage of the wealth of information available about, and numerous opportunities for, interaction with donors. Thirdly, because social media is so interactive, the bar has been raised for what needs to be offered as an online presence. Donors want to hear a well-presented story, relate with it and have their input heard. Finally, and this is probably the biggest shift, donors want not just to be told a story, but to actually be part of creating the story. Altering our relationship with our donors so that they can take this more dynamic role will be our biggest challenge moving into the future.

In Clay Shirky's paradigm-shifting book *Cognitive Surplus*, he cites NYU Journalism Professor Jay Rosen and his phrase "The People Formerly Known as the Audience" (Shirky, p. 36). Truly, social media hasn't just changed relationships, social media has changed *people.* It would be ludicrous to present the same "product" we've always presented to an entirely different group of people. If we are to remain in a dialogue with them, **we have to change our product to meet the demands of the People Formerly Known as the Audience.**

WE MUST HAVE A DYNAMIC SOCIAL MEDIA PRESENCE.

As I mentioned in my opening paragraph, relationships have changed in the wake of social media and technology. And, because of this embrace of technology, relationships have moved online. For many people it is absolutely acceptable, even essential, to have most interactions with friends and loved ones happen with technology, not face to face or even voice to voice. Some would argue that this trend is creating a society that does not value the same level of intimacy or depth of interpersonal relationship, but I would have to disagree. While it may be distressing to some to see people spend hours and hours of their time texting, clicking away on keyboards, or updating their Facebook statuses, it is a fallacy to assume that the use of these tools is indicative of values or depth of relationships. People today are, in fact, more connected than ever before, and constantly aware of and in touch with the importance of interpersonal relationships. They have found a new way, and new tools, to cultivate and manage their face to face interpersonal relationships.

So how then does this extend to philanthropy? Philanthropy has always been good at cultivating relationships with people who are passionate about a cause or an idea. As a core strength to the industry, this is something that should not change. What MUST change, however, is how quickly and how willingly we adapt to the use of these new tools. Pepsi, one of the world's biggest brands, opted out of advertising in the Super Bowl in 2010 and instead poured 1/3 of their total advertising budget into launching a new cause-driven social media initiative called "The Refresh Project." By all accounts, Pepsi's marketing and philanthropy efforts are paying off. According to a USA Today article from Nov 4, 2010, Pepsi was selected in a consumer survey as the number one brand for "placing as much importance on supporting a good cause, as they do on profits" (Cone).

In the same article, Pepsi's communication director reports that Pepsi was on track to have more than 6.5 million people register with The Pepsi Refresh project in 2010, and more than 50 million votes were cast on the Pepsi Refresh website. That amounts to billions of page views and media impressions in a given year. Not to mention bringing attention to thousands of worthy causes across the country.

As American commerce has moved on-line, philanthropy has taken some first steps as well. In 2008, $15 billion dollars was donated to charities online. This number represents a 44% increase in on-line donations from the previous year. (*Giving USA* 2009) And while this is clearly a drop in the bucket for online commerce (Amazon.com alone made $24 billion online over the same time period) this is a start, in fact it is a significant step toward shifting our business practices on-line.

In the book "The Networked Non-Profit" by Beth Kanter and Allison Fine, the authors lament the non-profit sector's reluctance to jump in to social media and technology, saying, "Unfortunately, too many nonprofit organizations are losing ground today because they fear what might happen if they open themselves up to this new world" (p. 6). The emerging new wave of donors – the People Formerly Known as the Audience – is online, and they expect non-profits to be there too. While it is understandable that an organization would be afraid to shift their institutional culture to accommodate new technologies and tools, the fact remains that donors want multiple channels to reach us, and we must give them those options. Social media is about relationship building, engaging a community, having conversations and making connections. It is exactly what we in non-profits have been waiting for. If Pepsi, a major corporate player, recognizes the value of a social media presence, how can the non-profit community scoff at it? If we are to move into the future, retaining a relationship with this new audience, we must take social media seriously.

We Should Take Advantage of the Unprecedented Access We Have to Donors

It has been said that social media is the vehicle through which the "democratization of the internet" will take place. Now, more than ever before, personal privacy is no longer assumed, organizations, corporations and non-profits are asking for (and receiving) record amounts of feedback, engagement and ideas from consumers, supporters and interested parties. But are our organizations ready to have a more open or even "social" culture?

So, this begs the question: are we listening? Because if we are going to ask questions, the new audience expects us to listen – and respond! In the summer of 2009, Heather B. Armstrong, a best-selling author and "mommy blogger," purchased a brand-new Maytag washing machine that immediately broke down. While most people would call customer service, complain and navigate the call center maze to get their appliance repaired, Armstrong had a different idea. As one of the most widely followed bloggers on Twitter, Armstrong decided to fight back, by telling the world how unhappy she was with her purchase. On her blog, and through her twitter account, Armstrong recounted how she had waited over 3 weeks, and had seen 3 different service technicians, and her washer was still broken. She adds stories and anecdotes about difficult customer service personnel and having to wait days to schedule another service appointment. Finally, frustrated and exhausted, Armstrong wrote the following series of tweets:

> *So that you may not have to suffer like we have: DO NOT EVER BUY A MAYTAG. I repeat: OUR MAYTAG EXPERIENCE HAS BEEN A NIGHTMARE.*2:19 PM Aug 26th *from* Tweetie
>
> *Have I mentioned what a nightmare our experience was with Maytag? No? A TOTAL NIGHTMARE.*2:22 PM Aug 26th *from* Tweetie
>
> *That brand new washing machine from MAYTAG? That someone has been out to fix three times? STILL BROKEN. DO NOT BUY MAYTAG.*2:29 PM Aug 26th *from* Tweetie
>
> *Oh, also. I have a newborn. So we do, what, three loads of laundry a day? Except, our brand new washing machine IS BROKEN. DO NOT BUY MAYTAG*2:32 PM Aug 26th *from* Tweetie
>
> *RIP: OUR BRAND NEW MAYTAG WASHING MACHINE.*2:35 PM Aug 26th *from* Tweetie

Remember, that Armstrong is a best-selling author, blogger, and had, at this time, more than 1.1 million followers on twitter. In response to Armstrong's Twitter campaign, Maytag contacted her and replaced her washer promptly.

The reaction by the public to this event has been fascinating. Many people accuse Armstrong of being a bully, and using her power (and audience) in social media to force a company to give her a new product for free. Others hail Armstrong as a hero who was merely demonstrating the principles of capitalism and free trade – customers who don't get what they want demand better service – publicly, loudly and for all to hear and see! What I draw from it is that social media is changing our expectations about communication with and around organizations. The democratization of the internet means that an individual has the power to demand a timely and satisfactory response to any comment, complaint or question, and furthermore is beginning to expect this response as a matter of course.

How long before a donor or supporter who is frustrated by an organization's actions lashes out in a public way on Twitter or Facebook or a blog? Something like this could be a public relations nightmare, or it could be a great opportunity, as demonstrated by the following example. A great case-study in social media listening comes from Wendy Harman, a social media integrator for the American Red Cross. Wendy tells a story of coming across a personal blog post written by someone who was extremely dissatisfied with a class taught by her local Red Cross chapter. Since Wendy viewed the critique as an opportunity, she forwarded the comment on to a chapter director, who contacted the blogger directly. Days later, the blogger wrote about what happened and said "Someone found my blog post and told the local chapter director. He called to talk to me about it honestly. They care about me and are willing to go the extra mile This gives the American Red Cross huge points. I am now significantly more likely to take another class than I was before" (Ferguson)

I don't mean to imply that listening to our donors is limited only to troubleshooting or resolving customer service-type complaints. Audiences are no longer satisfied with communication as transactional. A paradigm shift has taken place that is driving organizations to create new and innovative ways of allowing audiences to interact with "the work." Online communities, message boards, even the ability to e-mail, instant message or find an organization on a social media website is now considered standard expectations. In 2008 Michael Edson was hired by The Smithsonian Institution to be the Director of Web and New Media Strategy. What he did over the next 18 months was nothing short of phenomenal. Edson decided that in order to create a truly 21st century strategy around using social media, that the process would need to be, well, social. Edson states "The strategy was created through a fast, transparent, public-facing process that included workshops, the Smithsonian 2.0 conference, Twitter, You Tube and on-going collaboration through a public-wiki. Transparency, openness and speed were used to overcome obstacles and gather the input of hundreds of people inside and outside the institution." Edson's use of social media to bring the Smithsonian into the social media age is considered groundbreaking, and among the best and highest uses of social media by a non-profit. (Edson)

Audiences are no longer satisfied being passive receivers of information, they want to be heard and have a voice. Corporations or organizations can't continue to act as though our supporters, customers or donors are passively engaged in the work we do. Long gone are the days when we could send a letter, and then sit back and let the checks come rolling in. (Has it ever been that easy, anyway?) Technology allows audiences to have a voice, and also demands that we listen. Only when we invite our donors to talk to us will we develop the two-way relationship modern individuals have come to expect.

USING SOCIAL MEDIA, WE CAN RAISE THE LEVEL OF OUR STORYTELLING.

Any good fundraiser knows that the most effective way to illicit support – financial or otherwise – is to distil what we do into a moving and pertinent story. The more powerfully we tell our story, the more support we get. This new, immediate, two-way communication created by social media enables us in the non-profit sector to show what we do with more clarity and more impact than ever before. Donors want to hear how their money is helping and know that their support is being leveraged to its utmost potential. They want to know how decisions are made and get a glimpse into the everyday operations of the non-profit – with this new ownership, after all, it is theirs, too! They want to know where their donations are going. By drawing our donors and supporters into a day-to-day interaction with an organization, our story becomes part of their individual stories. For example, the British charity event "Red Nose Day" does a great job of engaging their supporters all year long by updating content regularly, and then incorporating feedback from Twitter, Facebook and You Tube into the planning of the next event. As of this writing, the charity had nearly 200,000 "fans" on Facebook, and one quick visit to the Facebook page confirms that Red Nose Day staffers take an active and engaged approach with the public, by responding to questions, comments and sharing photos and video.

In addition to giving our message greater availability, social media also allows us to tell our stories, as they unfold, in real time. For example, after the devastating Haiti Earthquake of early 2010, the American Red Cross was able to raise $5 million in 48 hours from using only social media. On January 12, 2010, the same day that a massive earthquake struck the impoverished nation of Haiti, The American Red Cross posted this tweet: "You can text "HAITI" to 90999 to donate $10 to Red Cross relief efforts in #haiti." Within 2 days, more than 500,000 mobile phone subscribers did just that. (Van Grove)

It is true that not all non-profits have the audience or the resources of the American Red Cross, and therefore some may argue that this new paradigm will create more work; that this kind of immediacy and transparency comes with inherent and unknown risks. To be sure, allowing the "audience" into the inner-workings of what we do is inconvenient at best, and terrifying at worst. And storytelling is already something we need to get better at – philanthropic organizations talk about the importance of "telling the story," yet more often than not, we spend more time on tax receipts, mailing lists, and donor databases than we do on sharing the impact of philanthropy in our communities. But we no longer have that luxury. The paradigm is not *shifting* it has already *shifted.* The new reality is here, and to continue to be relevant, organizations must use every tool at our disposal – social media being one of the most effective – to tell a vivid and unfolding story or suffer the consequences.

We Must Allow Donors to Play an Active Role, to Help CREATE the Story.

Audiences are no longer satisfied consuming content. And they aren't even completely fulfilled by responding to content. Audiences want to be *creators* of content. After all, every 60 seconds 24 hours of new content are uploaded to YouTube. (Kagan) So clearly, audiences have a new expectation for the creation and consumption of media. What does this mean for philanthropy? It means our organizations no longer own our story. Our supporters do. Donors, board members, staff, even people who are only familiar with a charity have the ability to create content about and for our organizations. Kanter and Fine give us another great example of how storytelling can be co-created with our audiences. In their example, they cite a blog written by a homeless shelter staffer detailing why a homeless person would choose to live on the street rather than use a shelter. A number of professionals wrote comments and weighed in on the matter, and then came "SlumJack Homeless" – who shared his personal story about why he would rather stay on the streets than live in a shelter. The post was widely read, and is a great example of an extremely compelling first-person story that has great power to impact opinions, change minds, and stimulate discussion around an issue. (Kanter & Fine, 143) Allowing all interested parties to help tell the story makes the story even more potent.

Social media is not only providing opportunity for new voices to bring authoritative and unique insight to the stories told by non-profits, but social media has actually afforded the opportunity for individuals *to create a new story.* Twitter and other social media tools have been credited with helping people get resources where most needed after natural disasters, and with helping victims of violence in Africa protect one another. In January 2008 Kenya was in the midst of a deepening crisis after a presidential election was held that was seen by many citizens as deeply flawed. Post-election violence had flared up all over the country, leaving scores of people dead, and thousands fleeing the country. Because of the crisis, news broadcasts had been suspended, and so Kenyan's around the world relied on bloggers, and social media to gather information about what was happening in their country.

At that time, a blogger, Ory Okolloh had an idea to combine social media with technology. Together, with some colleagues, she launched a website called "Ushahidi" which is described as "a communication forum that allows anyone to report cases of violence through text message, e-mail or web submission, and to portray the information on an online map." Using social media tools, as well as mobile phones citizens came together to collect and verify data, and ultimately save the lives of their fellow citizens. Today the template that the website Ushahidi created has been used in many different situations – to monitor election results in developing nations, to get humanitarian aid where most needed, and most recently, to monitor the New York City winter storm crisis of 2010. Though there is no data available yet, many are crediting this type of "real-time" storytelling and reporting with allowing government, and social services agencies to better meet the needs of their constituencies. With this level of involvement becoming the norm, we are presented a need and an opportunity to follow suit. We must take advantage of social media to allow the donors we are trying to reach to make our story their story too.

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PARTICIPANT BIO

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Pearl is President & CEO of the Hamilton Health Sciences Foundation. The Foundation raises philanthropic gifts to support patient care, research, education and capital redevelopment for Hamilton Health Sciences, one of the most comprehensive healthcare systems in Canada, providing specialized services to patients from pre-conception through to aging adults.

Pearl began her healthcare career in nursing and has had extensive experience in healthcare administration, public affairs, marketing and as a patient representative. In 1999, Pearl decided to focus her career in development. She has served as the President and Chief Development Officer for the former Orthopaedic and Arthritic Foundation and as Managing Director of Campaigns at University Health Network (UHN). The UHN campaign achieved $554 million in funds raised. Before joining Hamilton Health Sciences Foundation in 2007, Pearl was Vice President Advancement for the Toronto General and Western Hospital Foundation.

A Fellow of the Association for Healthcare Philanthropy (AHP) and a Certified Fund Raising Executive, CFRE International. She has served in many leadership roles, including Chair at the Association for Healthcare Philanthropy and the CFRE International Board. Currently Pearl is Chair, AHP University-based Programs and Director of the Institute for Healthcare Philanthropy (Madison Institute).

This is Pearl's third *GHC Conversation*.

LEARN FROM THE FUTURE, LIKE IT OR NOT

By Pearl F. Veenema, FAHP

INTRODUCTION

With today's uncertainties, every day brings change and predicting what our world will look like in six months is difficult. In spite of our environment, the ever present and inherent good in human nature makes it possible to look ahead. Philanthropy at its truest core and meaning brings hope. The changes we face are good. The rallying cry to improve the overall health of our communities, an end to global poverty and the well-being of women and children are among many important causes that attract philanthropy today and will inspire and move people to support and invest. While corporations may change their social responsibility promise, they will continue to use philanthropy as an opportunity to earn the "good housekeeping seal of approval."

This essay examines a few areas that will shape the practice and promise of philanthropy, highlight what needs to be addressed today to learn from the future and poses questions where answers are yet to be explored.

POSITIONING, BRANDING AND COMMUNICATING THE CAUSE

A current television advertisement has caught my attention. It presents a young man who describes his vocation as a personal assistant to his clients. He is using his iPhone to keep himself highly organized and realizes that, with little time for himself he needs "Apps" to remind him to pay bills, call family and friends and to manage pretty much every aspect of his life. His "Apps" function as his personal assistant and are his single life tool.

As a potential donor, this kind of individual would be unavailable to the charitable sector through the current communication channels utilized in philanthropy today. While it feels comfortable knowing that online e-philanthropy is not the primary vehicle for significant philanthropic gifts, it is necessary to expand one's thinking to envision a philanthropy "App" and the inherent challenges of working within that framework.

Currently, mobile and text giving appears to be episodic. A corporate sponsored program for United Way or a cause marketing initiative for mental health where a percentage of earnings for a day will benefit those providing mental health services or a broadcast program for disaster relief are but three examples. The case and cause is presented with few words and images. A philanthropy "App" would also need to be pithy and memorable as a finger slides over a touch screen.

These communications devices very quickly are becoming commonplace. All generations are embracing digital communication tools as portable, convenient and cost-effective. Desktop computers, laptops, landline phones, televisions, stereos, newspapers, magazine subscriptions and an endless list of applications are already incorporated into one device.

Donors and the public at large are demanding transparency, accountability and cost-effectiveness. Perhaps it is timely to pilot a direct e-appeal instead of mail? What about an audio clip that introduces the annual report highlighting the impact of philanthropic gifts and provides password protected access to a shared donor/institution file to share information and garner support? This environment will not only require a larger technology infrastructure but also the staff with the necessary skills to design and implement such programs. I can only imagine that there would be substantial cost savings. No more costly mail programs, large print budgets and the vast array of support (internal and external) that is required to manage direct response and the more traditional legacy giving and stewardship programs.

CONTEST PHILANTHROPY

Paul McIntyre Royston, Vice President Development, Hamilton Health Sciences Foundation led our foray into the Pepsi Refresh contest. He describes the process as ***Contest Philanthropy***. Further he defines contest philanthropy as

> "part marketing and part friend-raising. A challenging new method to raise funds for non-profit projects. In a typical iteration, run by a corporation, non-profits are asked to submit a project that is then opened to the internet public to vote on. With basic requirements to compete, the barrier to entry is typically low. Consisting of

photos, a project description and sometimes a video, the submissions are coming from all sizes of non-profits and even individuals with their own projects. Early examples have included the Pepsi Refresh Challenge in the United States and Canada as well as the Aviva Community Fund and Wind Mobile's Interesting Conversation program. It remains to be seen whether this is a suitable value proposition for the charities, while it appears to be very beneficial for the company hosting the contest in terms of media and good-works exposure. "

Paul is interested in who is the real beneficiary. Is it the company or charity? He proposes that

> "with the hundreds of entries and often few prizes offered it can be a hit or miss proposition. One of the main side-benefits is media exposure when a contest is first launched though in only a few cases has it been maintained over the life-cycle of the voting. The length of the voting period has varied from two weeks to two months and with a daily bombardment of 'please vote' messages, significant burnout has been noted among supporters and given the ratio of losing entries to winning, the potential for a lot of unhappy supporters."

As a fundraising and awareness vehicle, contest philanthropy has its merits. It is something new that will become commonplace and perhaps fatiguing as all other traditional vehicles such as direct response can be. The lesson learned is simply the need to be nimble and embracing of new fundraising techniques.

Capitalizing on the Power of Networks In Favor of Silos

In the fall of 2010, Gary Hubbell and Ken Hubbell worked with my leadership team to support each with a personalized leadership skills development plan and to begin the journey towards optimal team functioning as we developed with the board a 5-year strategic plan. One component of our session was devoted to comparing and contrasting our current reality with the desired future reality 2030. While the ideas were centered on the communities that our health system served, we focused on universal principles such as:

- A vision for a healthy and economically vibrant community
- Collaborator as a mental model and mindset as the norm
- Integrated regional and local philanthropic campaigns
- Embracing the growing Diaspora
- Community events to spark re-vitalization and the change from "steel town" to a knowledge based community

We were comfortable with the current reality of a silo organization and had to "stretch" to see beyond the barriers to collaboration for good. I envision that in the future, one organization will take the lead to invite, inspire and coordinate a collaborative model for philanthropy. Since Hamilton Health Sciences is the largest employer in the region, should the Foundation take that lead? Will that direction take us away from the focused attention on advancing philanthropy for our organization? Are donors ready to embrace such an undertaking or are they much more comfortable with the unique relationships they have with each organization. Will it be more cost-effective beyond the savings gained from central leadership? Dare I begin this dialogue and will it be supported by my board and organization?

Perhaps we should start by utilizing the networks that exist today for the Foundation. There are a myriad of third party relationships that can be substantially more strategic than community events with a high stewardship focus that are centered on event retention. Our strategic approach that utilizes the relationship building concepts so familiar with major gift giving is too new to use as concrete evidence of success. However, by its very nature of expanding networks and interactions between annual events, it will give rise to leadership identification, expanded partnerships from within the original partnership and a much better opportunity to match donor interests with our mission.

Simply put, Seth Godin's *Tribes* is akin to the network concept I described above. *"A tribe is a group of people connected to one another, connected to a leader, and connected to an idea."*[94] The leader in the above example is the relationship manager and/or the beneficiary representative. We are exploring these tribes as it relates to a cause, vision and engagement at multiple levels from grassroots activities to one-on-one conversations. Since tribes use the digital communications medium, we are better connected on Facebook, Twitter, YouTube, LinkedIn and other web portals – a much more effective way for pulling information and connections than pushing out through print and mass advertisement.

Philanthropy Impact and the Power of One

Have you heard about Amazima and Katie Davis? Amazima Ministries International is a 501(c)(3) non-profit based in Tennessee. Katie is the Founder and humanitarian who at age 20 is Mother to 13 children in Uganda and is the provider of food for hundreds on a daily basis. Her story is one of inspiration, bravery, courage and ingenuity. Fulfilling her dream

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[94] Seth Godin, *Tribes: We Need You to Lead Us* (New York, NY: Penguin Group, 2008), 1.

and making a tangible difference for every donor she attracts who gives $300 a year or more. Visit www.amazima.org to be totally humbled and inspired.[95]

In Canada, 12 year old Bilaal Rajan is an author, motivational speaker, child activist, successful fundraiser, and founder of a children's school in Tanzania for HIV Aids orphans, UNICEF Canada's child ambassador, and founder of Hands For Help organization (www.handsforhelp.org) and Bilaal Rajan Foundation and www.makingchangenow.com. He has raised millions and written a book titled: "Making Change: Tips from an underage overachiever." Bilaal's vision is to instill in children worldwide the importance of being of service to others less fortunate and living by his motto "Together, we can make a difference."[96]

These are two examples of young leaders who have channeled their hopes and dreams and the digital world to connect and engage individuals, foundations, corporations and other networks to help them achieve their goals. I envision many more of these individuals who will be working in the first and third worlds to address complex societal issues. What can we learn from them? They have powerful stories, can show an attractive return on investment for small dollars invested and the fundraising tactics that a traditional organization uses today. That said, they appear to have an ease and simplicity to organize themselves. They will be powerful and fierce competitors. Perhaps the lesson to learn and practices to adopt today pertain to how they connect, attract and leverage networks.

BEYOND BENCHMARKING AND PERFORMANCE SCORECARDS

Today there are a variety of ways donors and investors can independently assess the financial health of a charitable organization. Without a consistent manner in which to assess cost per dollar raised and return on investment, they make decisions about becoming engaged and establishing their level of investment. There is an inherent fear of publishing the cost of fundraising. As demands for transparency increase, organizations do as little or as much as they can "get away it." While there is not a deliberate intention to avoid transparency, it is fundamentally because there is no consistency in measurement or standards. Two decades from now, I believe that those standards will exist. Donors will be very savvy with critical assessment and successful philanthropic organizations will not be fearful providing information. That said, the lesson to learn is how to demonstrate impact related to cause and mission as opposed to cost per dollar raised. Significant donations and

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[95] *History*, http://amazima.org/history.html, (Feb. 5, 2011).

[96] *About Bilaal*, http://www.bilaalrajan.com/about_bilaal.html, (Feb. 5, 2011).

gifts will always be influenced by the financial health of a charity. There will be tolerance for a higher cost per dollar raised on certain programs based on the demonstrated impact of saving and improving lives and communities.

NEW RULES AND FRAMEWORKS FOR GOVERNANCE

As I reviewed the web sites of The Clinton Foundation, Stephen Lewis Foundation, Bill and Melinda Gates Foundation and KIVA, my thoughts centered not only on the story of global impact but the challenges of governance given the global nature of the work and donor community. With new wealth and considerably younger philanthropists, there will be many more such organizations. Should a Foundation like my organization think about potential partnerships? Begin exploring with the board, legislative and advocacy groups and professional membership organizations, the policies and frameworks for such collaborations that will ask and answer the following questions?

- What are the fiduciary challenges for a local board? How to overcome any?
- What charitable receipts will the Canadian Revenue Agency need?
- Within the Canadian healthcare context, what are the possibilities for "super foundations" that will see the end of local and provincial hospital foundations?

In all areas as I think about the future, this is one where I foresee the greatest barriers to rapid change and perhaps preservation of traditional charitable structures.

MEANINGFUL ENGAGEMENT OF THE DIASPORA

On January 27, 2011 the Globe and Mail published results from the Pew Forum on Religion and Public Life. Looking at the Muslim population, they reported that

> "The number of Canadians who identify themselves as Muslim will reach 2.7 million by 2030, up from approximately 940,000 today, and will make up 6.6 per cent of the total population. … But perhaps the most visible increase, Mr. Cooperman said, will take place in North America, where immigration, fertility rates and the relatively youthful age of the Muslim population will cause the population to grow quickly compared to its relatively small base. In Canada, Muslims are expected to make up 6.6 per cent of the total population in 2030, up from 2.8 per cent today. In the United

> States, the Muslim share of the population will rise to 1.7 per cent in 2030 from 0.8 per cent in 2010."[97]

The substance of the article made me think about the slow integration of the Diaspora within our organizations from leadership involvement to a robust philanthropic engagement. While there may be examples of engagement, our conversations are still, "we should work to garner support and how best to do so?" In the article, the growth was a result of a large cohort approaching the child bearing age. As I look to our youth and next generation engagement program, it will be wise to focus on attracting individuals from the Diaspora especially given the local population mix.

Concluding Thoughts

I fundamentally believe that we are doing what is described as "noble work" and I consider myself fortunate to be a development professional. Looking back over the past 20 years, a successful philanthropic program or organization was always measured in terms of dollars raised, number of donors, and excellent stewardships that made it possible to develop and maintain long-term relationships. Traditional programs such as direct response, campaigns, planned giving and special events relied on the tried and true. Staff mix, board and volunteer involvement and the supporting tools (largely paper and print) remained relatively constant.

By 2030, I predict that we will engage a higher number of marketing communication specialists, specifically, those with ability to design and implement electronic communication channels. More cyclical economies where the rules and norms change more frequently will no doubt lead to larger numbers of private and individual foundations. That said, it is inconceivable to imagine the end of charitable organizations as we know them today – or the need for major and planned giving specialists.

Those that choose not to embrace new donor/investor expectations, fail to be adept at marketing their cause and donor impact, and adapt the traditional donor pyramid to look more like a series of linked Japanese pagodas, will struggle to exist or not be in existence.

The practice of philanthropy will change. The promise of philanthropy will endure.

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[97] Siri Agrell, "For Muslims, growing numbers, and growing fears," *Globe and Mail*, Jan. 27, 2011 (http://www.theglobeandmail.com/news/national/for-muslims-growing-numbers-and-growing-fears/article1884318/).

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Joseph M. Zanetta, J.D., is the President of the Providence Little Company of Mary Foundation, a not-for-profit, integrated health care system comprised of more than 25 health care sites throughout the greater South Bay, Harbor and Palos Verdes Peninsula communities of Southern California. A member of Providence Health & Services, the organization has five medical centers throughout Los Angeles County. Zanetta was appointed to the position in December 2001. He recently concluded the foundation's most ambitious fund raising effort to date – the successful $50 million Legacy Campaign.

Zanetta has over 25 years of experience as a fundraising professional. His career has included leadership and fund development responsibilities as:

- Vice President for Advancement, Whittier College;
- Executive Director Planned Giving; and Executive Director, Office of External Affairs, School of Business Administration, University of Southern California;
- Director of Development, Belmont Hill School;
- Director, West Coast Regional Office, Cornell University.

Zanetta received his undergraduate and law degrees from Cornell University located in Ithaca, New York, and is a member of the New York State Bar. He is active in many civic, professional and community organizations. He is Chairman of the Board of Holy Family Services Adoption Agency, member of the Board of Directors of the Robert H. Jackson Center and a member of the Board of Regents at La Salle High School. Zanetta has served as Chairman of the Pasadena Enterprise Center, and was a long-time member of the Council for the Advancement and Support of Education District Board. Zanetta is a well-known speaker on philanthropy and consults with non-profit organizations in fund raising and board development. He has been interviewed on topics related to charitable giving and philanthropy in the Los Angeles Times, Washington Post, American Benefactor, Dallas Morning News, Pasadena Star News, and Whittier Daily News. A resident of Altadena, California, he is the proud father of sixteen-year-old Samuel Leggett Zanetta.

Joe had to withdraw prior to our gathering. We invited his colleague, Braden Hammer to attend.

Participant Bio

Braden Hammer

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Braden Hammer is a Development Officer with Providence Little Company of Mary Foundation, a not-for-profit, integrated health care system comprised of more than 25 health care sites throughout the South Bay, Harbor, and Beach Cities communities of Los Angeles County, California. Hammer is responsible for cultivating and securing new and increased major donor support and partnership for the Foundation and its mission to provide quality healthcare for all in the region, particularly the poor and vulnerable.

Hammer has 10 years of experience as a fundraising professional, including past responsibilities at United Way of Greater Los Angeles and Junior Achievement of Southern California. He has a Bachelor of Arts degree from Connecticut College in New London, CT.

Hammer was born and raised in Los Angeles and is a sixth-generation Californian. He and his wife Renee live in the Echo Park neighborhood of Los Angeles. He enjoys cooking and genre fiction.

This is Braden's first *GHC Conversation.*

A Return to Civility

By Joseph M. Zanetta

When I was a child, my parents used to comment about "the good old days." Now that I am well into middle age, I find myself harkening back to those times as Camelot-like. As a child I grew up watching *Leave it to Beaver*, *Father Knows Best*, and *Ozzie and Harriet*. In all of those television shows, civility was the primary emotion of the time. Everyone was courteous, polite and thoughtful. No one appeared to be mean-spirited or overly controversial. Well, maybe there was one exception: Eddie Haskell!

In the 21st century, I believe we have lost that level of civility in most areas of our life. The President of the United States gave his State of the Union speech and a member of Congress stood up and screamed "You lie." A public figure, an actor, a politician, a philanthropist might make a verbal gaffe in a public setting and within seconds it is sent via You Tube and FACEBOOK to millions to criticize.

In 2010, forty of the wealthiest Americans agreed to give away at least half of their fortunes. They committed half of their wealth by signing The Giving Pledge. Inspired by the mega gifts made by Bill Gates and Warren Buffet, this decision by these uber wealthy citizens was probably the major event in philanthropy in the year just ended. Yet, it also generated a great deal of discussion and even criticism, since many of these wealthy donors have also participated in public policy and political discourse.

According to a recent article in the *New York Times* (November 11, 2010), "the pledge has not yet visibly inspired new major gifs or attracted additional signatures – Mr.

Buffet said he expected more soon – but has surely created discussion and debate, about the wealthy, their giving and what it says about our society." The article went on to a discussion and debate of the decision by these super wealthy to sign The Pledge. Several commentators were very negative and criticized these philanthropists because it called attention to the income disparities in our society.

The Giving Pledge points out the fact that we continue to have a huge concentration of wealth in the hands of a few. But this debate is not new: indeed, the industrial tycoons who created the first wave of philanthropy (Andrew Carnegie, Andrew Mellon, John D. Rockefeller, to name a few) created tremendous wealth and provided incredible gifts to many of our cherished American institutions.

As an individual who has devoted thirty years of my lifetime serving non-profit organizations, I believe that we should applaud the Giving Pledge and use it as a way of modeling behavior. In my work at the college and university level, at an independent school, and in the health care arena, the board and executive leadership is always trying to make connections with those individuals who are capable of making the biggest impact on an institution. The various fund-raising consultants are always pointing out that the vast majority of gifts to an institution often come from a handful of major donors. It seems to me that the Giving Pledge should be embraced and used as a modeling of behavior, rather than subject the signatories to criticism. There should be nothing evil or sinister in wealthy citizens stepping up to support a charitable organization that they believe in. When John D. Rockefeller created the Rockefeller Foundation with an initial gift of $100 million in 1913, he stated that its purpose was nothing less than "to promote the well-being of mankind throughout the world." Of course John D. Rockefeller had a controversial career in business and his influence on the nation intersected politics, public policy and society in general. However, it is so comforting to me to recognize that the same issues we are debating in 2011 were exactly the issues discussed on editorial pages and in the halls of Congress one hundred years ago.

The debate centers on the influence that wealth has in this country today. Are wealthy individuals too involved in the political process? Is it appropriate that wealthy individuals create organizations to reflect their political views? Should wealthy individuals continue to speak up on issues of public policy? The New York Times quoted an individual who stated that these philanthropists have so much wealth and power that they can decide what's good and what should be promoted.

Let us return to the example of the Rockefeller Foundation and recognize how the goals of the organization "to promote the well-being of mankind throughout the world" have evolved as circumstances have changed. The Foundation today has taken on a more "liberal" philosophy and perhaps the founder would not approve of many of the initiatives. But there can be no doubt that it is honoring its charter to promote the well-being of mankind.

A similar discussion is occurring in Los Angeles in 2011 – nearly one hundred years after John D. Rockefeller created his signature foundation. One of the wealthiest individuals in California is Eli Broad, who is one of the original signatories on the Giving Pledge. Broad is an incredibly wealthy individual who has publicly endorsed candidates for political office, conducted vigorous disagreements with the former Mayor of Los Angeles and the Roman Catholic Cardinal, but in the end has been one of the most generous donors of the century. He single-handedly provided significant gifts to the Los Angeles County Museum of Art (now housing the Broad Collection), the Museum of Contemporary Art, and recently committed $150 million to construct the Broad Museum in downtown Los Angeles. There is criticism that he is too involved in these projects, that he "rolls over" city and state officials to obtain entitlements, and that he is "too involved" in the political process. Sound familiar? Those are the same criticisms leveled at John D. Rockefeller one hundred years ago.

But I would argue that the landscape in southern California is much more attractive due to the incredibly generous gifts made by Eli Broad to a variety of institutions. Does he have an ego? Is he used to getting his way? Yes and yes. But is Los Angeles a better place due to his generous support of numerous non-profit organizations? Certainly.

I think that we have come to the place in our history, where the political discourse has gotten too polarized. As an amateur historian, I cannot help but reflect on the fact that John D. Rockefeller would scream at President Teddy Roosevelt, but then have dinner with him the next day. The great "trust busting" President was a person who kept the lines of communication open even with his critics and detractors. The social contract of one hundred years ago was such that there was a standard of interaction that was fueled by social graces and class and dignity. I recently read David Eisenhower's book on life with his grandfather (*Going Home to Glory*) and was so pleased to read of Dwight Eisenhower's affection for John F. Kennedy and Lyndon B. Johnson.

As a former President, he would meet with and provide advice to his successors who treated him with civility and respect. Somewhere along the way, during the past twenty years, we have lost that ability for government leaders to have affection and respect for political opponents.

In politics, political commentators on both sides of the political aisle have gone beyond disagreeing with each other and now “go for the jugular.” The sad shooting in Arizona in my view reflects the breakdown of government leaders debating great issues and doing their best to solve problems. Instead, people talk in military terms of “targeting” your opponent, and doing your best to “destroy” and “smash” the opposition. Recall that after the Civil Rights Act of 1964 was signed into law by President Johnson, those who opposed the bill met with the President to make sure that it became the law of the land? Compare that with the failure of the opposition party to embrace the newly enacted Health Care Reform Law passed in 2010.

How is this related to The Giving Pledge and the criticism people have leveled at wealthy Americans? My thesis is that we have lost our ability to engage in a thoughtful civil discourse. Reasonable men and women can disagree with each other without resorting to personal attacks, name calling, and disrespect, which is not part of the American tradition of justice and democracy. During the course of the past hundred years, we can point to numerous examples of leaders demonstrating their consensus-based approach. In *Team of Rivals* written by Doris Kearns Goodwin, we learn about Abraham Lincoln’s incredible ability to bring in his defeated rivals to his cabinet. This created a strong sense of purpose, and it led to different voices being heard. I am afraid that the past thirty years has seen a decline in that ability to respect your opponent.

The intersection of public policy and philanthropy is obvious: many of our great philanthropists wanted to “build something for mankind.” Name an American city and you can easily identify major institutions that were created by an act of incredible generosity. Usually these gifts were to “promote mankind” but through the filter of the donor. In southern California, which has been my home for three decades, the culture and fabric of the city has been immeasurably strengthened by the Huntington Library, the Norton Simon Museum, the Wrigley Mansion, the Gamble House, the Getty, the Walt Disney Concert Hall, the Los Angeles Music Center, and the Cathedral of the Angels. All of these magnificent institutions were the result of a generous benefactor deciding to “promote mankind” through his or her own eyes. Critics said that the Disney family should have provided gifts for the homeless rather than erect the magnificent Frank Gehry-designed Philharmonic

Hall. But what is lost in the criticism is that it was those very individuals that decided what to promote and it had a huge impact on public affairs. When Henry Huntington decided to give his home and 150 acres to a non-profit that would maintain the gardens, library and art gallery, it was his desire to create such an institution.

We have to return to the social fabric where the citizens applaud acts of generosity. This is related to the civil discourse, wherein leaders in government, the arts, education and business can have civil discussions and actually disagree with each other without resorting to name-calling and mean spirited actions. The distinction between political and government leaders and wealthy individuals who signed "the Pledge" is murky at best. Jon Huntsman is a wealthy business leader from Utah who has given away hundreds of millions of dollars. His son is the former Governor of Utah, current Ambassador to China, and often mentioned as a contender for the GOP Presidential nomination in 2012. Flash back fifty years, and John D. Rockefeller's two sons – Nelson and Winthrop – were elected Governors or New York and Arkansas respectively. Nelson went on to serve as Vice President of the United States. This is part of our history – wealthy citizens who come from families who encourage public service – and there should be nothing sinister in this. And often times the public service is connected to philanthropy. After World War II, the Rockefeller family, aware of the challenge that faced the nation after the end of the First World War, provided the land and the money to build the headquarters of the United Nations. That is a wonderful example of the intersection of public policy, philanthropy and society. Kennedy. Bush. Harriman. Roosevelt. These families span both political parties, are liberal, moderate and conservative, and all have members that embrace public service and philanthropy.

I think that in this internet guided age where there is instant communication and a "gotcha mentality" people forget that public policy, private philanthropy, success in business, and the social contract are inter-related. And now permit me to preach: citizens need to tone down their criticism of our leaders, be they in government, philanthropy, business and public policy. I have heard folks in Los Angeles criticize Charles Munger, the vice chairman of Berkshire-Hathaway and one of the original signatories of "The Pledge" for giving to wealthy institutions such as Stanford and the Huntington Library. I am not clear why anyone should criticize a donor's choice of a charity (despite my desire to support less wealthy institutions) but Mr. Munger is also the largest donor to Good Samaritan Hospital. That hospital, located in downtown Los Angeles, serves the poor of the city, and his annual gift essentially permits the hospital to remain solvent. But many of the critics are not aware of his ten figure gifts annually to the hospital that serves the poor and homeless.

The basic tenant of philanthropy is love of mankind. The Rockefeller Foundation was created "to promote the well-being of mankind throughout the world." Those who have signed "The Giving Pledge" have dedicated half of their hard-earned estates to charity. This is an act of generosity that we should applaud and model. In a way, it is sad that we still have mistrust towards wealthy individuals who are demonstrating their love of mankind through their generosity. The basic DNA of charitable giving is based on civility and thoughtful actions designed to benefit mankind.

SOURCES:

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