



SALZBURG
GLOBAL
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70TH ANNIVERSARY

OPTIMIZING INSTITUTIONAL PHILANTHROPY

Tuesday, September 19, 2017

Driving the Change: Global Talent Management for Effective Philanthropy

Join in online!

If you're interested in writing either an op-ed style article for our website or the session report, or a personal reflection blog post while you're here this week, please let Salzburg Global Editor Louise Hallman know or email your submission directly to lhallman@salzburgglobal.org.

If you do intend to write for your own organization either while you're here or after the session, please make sure to observe the **Chatham House Rule** (information on which is in your Welcome Pack).

We'll be updating our website with summaries from the panels and interviews with our Fellows, all of which you can find on the session page:

www.SalzburgGlobal.org/go/581

You can also join in the conversation on Twitter with the hashtag [#SGSphil](https://twitter.com/SGSphil) and see all your fellow Fellows and their organizations on Twitter via the list [www.twitter.com/salzburgglobal/lists/SGS-581](https://twitter.com/salzburgglobal/lists/SGS-581)

We're updating our Facebook page www.facebook.com/SalzburgGlobal and our Flickr stream www.flickr.com/SalzburgGlobal with photos from the session during this week and also after the session. If you require non-watermarked images for your own publication, please let Louise know. Any photos published outside of Facebook should be credited: Salzburg Global Seminar/Sandra Birklbauer.

We will also be posting photos to Instagram www.instagram.com/SalzburgGlobal. Use the hashtag [#SGSphil](https://twitter.com/SGSphil) and we might feature your photos in the newsletter!



Great shot @peterdurand!



Finding good people to do good work for the greater good

The corporate sector puts great emphasis on hiring “the best of the best.” With the increasing importance of private philanthropy in the wake of public sector austerity and growing global challenges, how can we attract top talent to the philanthropy sector – one known for its altruism, not huge salaries?

The challenge of hiring good people to do good work for the benefit of the greater good is the focus of *Driving the Change: Global Talent Management for Effective Philanthropy*. After a keynote speech [see inside], panels and working groups, participants came away with key insights.

Identify motivation

Etymologically, philanthropy means “love of humankind,” and certainly this seems to be primary motivation for many in the room at Schloss Leopoldskron to have sought (or in some cases, unexpectedly found) careers in the sector. Some have come to the field from elsewhere, having worked in human resources in the corporate or academic sector. Some are drawn to the sector as a whole, others are motivated by specific causes, be that the environment, public health or women's rights. Understanding motivations for working in our sector can help us be better recruiters.

Develop a positive workplace culture

Those who share the same motivations and values as their colleagues and the organization as a whole are likely to perform better in their role – a key component in developing a strong workplace culture.

Other components of a workplace culture include the organization's structure, policies and procedures, communications style, technology use, dress code and the physical environment. “A clearly articulated and authentically realized culture will ensure alignment of mission, values, practice and people.” Developing a culture that is both inclusive and diverse can be a challenge, especially in organizations that are multi-cultural, multi-generational, and multi-location. Get it right though and it can pay dividends – building a positive workplace culture and hiring people who fit into it can help productivity, morale and retention of the best talent.

Introduce flexibility

One distinct example of work culture that was shared in Salzburg was one of great flexibility: no fixed working hours, no fixed working place, and unlimited annual leave. “Until I worked in a flexible workplace, I never realized how much I would value it. *Continued overleaf*”



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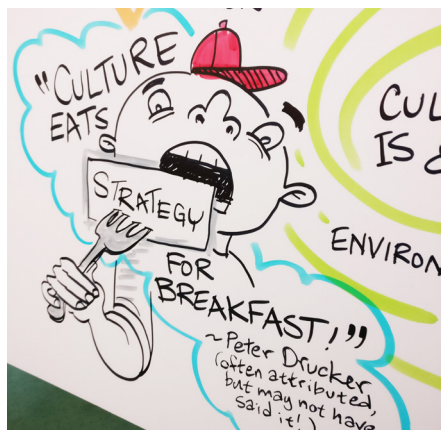
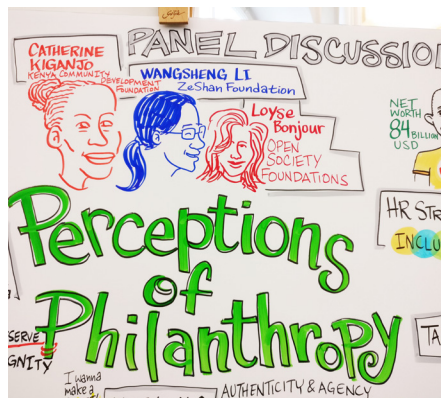
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Graphic Facilitation

A selection of drawing from our amazing graphic facilitator, Peter Durand!



Continued from front page

Now I couldn't imagine working anyway else," remarked the speaker introducing the idea. This culture "treats employees as adults with lives," allowing people to work around their lives, in hours that suit them and their families. "We get more out of people who want to give more." However, this isn't for everyone, the speaker admitted. Introducing a culture like this without having laid the groundwork by building a high degree of trust between employers and employees would likely fail. Employers need to trust that the work will be done without imposing fixed working hours and employees need to trust that they won't be so overworked that they will work all the time and never take any annual leave.

Assess character, not just skills

"Hire for the characteristics you want, not just the skills," was one piece of advice. The characteristics desired will be driven in part by the culture and strategy of the organization. In one case study presented in Salzburg, for a Brazilian foundation, which was wanting to expand ambitiously and rapidly, hiring young people who were also ambitious and eager for societal change was key. Why young? "Young people are more open change," and an organization going through rapid growth will need to change and adapt accordingly. These new people were then included in helping to develop the newly expanded organization's culture – which, although put them at odds with longer-serving employees, placed the organization on the stronger footing to meet its strategic goals.

Attract Millennials

Young people (a.k.a. Millennials, born approximately between the nearly 1980s

and the early 2000s) are commonly thought of to be seeking purpose, highly values-driven, eager for social change and justice, an embracing of innovation, inclusivity and diversity. This should make them a perfect fit for the philanthropic sector. And they can be – but they can also be demanding.

Talk your talk, walk your walk and embrace diversity

Many Fellows in Salzburg remarked that Millennials frequently put pressure on their employers to include them in decision-making, preferring horizontal to hierarchical structures, and for them to "walk their walk," said one participant. If your organization's programs espouse values such as diversity, inclusivity and transparency, you must be willing to ensure your organization, work culture and employees also live up to these values. Diversity in the workplace brings diversity of experiences and ideas – hugely important if we're to meet the world's challenges.

Have courage

We live in challenging times – from political polarization and unrest to persistent social inequality and climate change – and philanthropy has an important role to play in helping the world address these challenges. To do that, philanthropy needs to be bold – both in our program delivery and in hiring the people to deliver those programs. Is philanthropy a sector, a field, an industry or a movement? If we're to be a movement – encouraging collaboration across organizations and interest groups – then we not only need leaders to start the movement, but also brave first followers who can then encourage more followers to help build momentum and drive us forward.

Andrés Thompson: “I think I’ve played a role in advancing philanthropy in Latin America”

Long-time Fellow reflects on his life and unconventional career path of 40 years in philanthropy

Mirva Villa

Activist, thinker, teacher, dispruter, maybe even an influencer – during his career in the philanthropic sector, spanning over four decades, Andrés Thompson has played many roles. Starting at the age of 17 as an activist, Thompson’s lifelong passion on improving the life of people around him has showed him the world of big foundations and grassroots movements.

“I think I’ve played a role in advancing philanthropy in Latin America,” Thompson says modestly, and that includes both his professional and personal commitments to the social issues in the area. One of his proudest moments includes encouraging a group of young people to put pressure on their local government in Brazil.

Thompson is the keynote speaker for the Salzburg Global Seminar session on *Driving the Change: Global Talent Management for Effective Philanthropy*, but it’s not his first time in Salzburg. He has shared his expertise as a resource specialist for several other Salzburg Global Seminar sessions, but his own journey with the organization began over twenty years ago as a participant. On the appeal of the sessions, Thompson says: “You don’t have to play a role here. You have to reflect, think and share: that’s the essence. It’s not a conference – it’s a session, a conversation over beers.” Many things might have changed since the first time Thompson came to Schloss Leopoldskron, but the spirit has remained the same:

“The heart of Salzburg Seminar is the same one.”

In fact, it was Session 304, *Non-Profit, NGO Sector: Individuals, Organizations, Democratic Societies* in 1993 that gave Thompson a new direction for his work in philanthropy. Previously, he hadn’t considered his work in philanthropy as a “career”. At the Salzburg Seminar (as the organization was then known), he met representatives of the W.K. Kellogg Foundation, and caught their interest with his new, disruptive ideas.

“The fact that they invited me to join



In brief: Andres Thompson first came to Schloss Leopoldskron in 1993, whereafter he was hired by the Kellogg Foundation to develop the philanthropy sector in Latin America. Nearly 25 years later, he has returned to Salzburg Global Seminar to deliver an opening keynote.

the Kellogg Foundation, to learn about how a big foundation works and have the opportunity to have the money be on this side of the table... and invest that money for things I considered important – it was a great opportunity,” he says.

In addition to his work for the W.K. Kellogg Foundation, Thompson has worked for the non-profit streetfootballworld, and until July 2017 he held the position of the executive coordinator of the Philanthropy Network for Social Justice in Brazil. Thompson continues his lifelong commitment to philanthropy – “love of humankind” – through his commitments to community projects in Latin America.

Almost 25 years on since his first “disruptive” appearance at Salzburg Global Seminar, Session 581 will be a chance for Thompson to explore some further new ideas he has for philanthropy.

“I would like to provoke people to think outside the box. In particular,

what talent management means for the future of philanthropy. It’s not just about the process of hiring, retaining and firing people, but also about the skills that philanthropy needs, and the kind of future that we’re envisioning for philanthropy.

“How can you think about talent management in a different way that is not about administrating or managing people, but helping people potentialize what they are?”

The philanthropic sector will need new skills if it wishes to adapt to the modern world, and Thompson hopes that the session will bring about fresh concepts and ideas.

“We are all philanthropists and we all have the capacity to give, in many different ways... Love of human kind is what mobilizes people to do philanthropy.”



HOT TOPIC: How do you define philanthropy? Where do you see yourself within it?

Mirva Villa

“It’s love of the fellow human being. That’s what it should be: love, compassion, a strong sense for the other and through that, a less unequal world. That’s what I’m for.

I see my role as being able to capitalize change for our leaders by working on leadership. Specifically, by working with people and coaching people towards audacious social outcomes.”

Narayan Krishnaswamy
Chief People Officer, Azim Premji Philanthropic Initiatives, India

“I would like to see philanthropy as a driving force that’s leading the way in thinking about how we can change the world, and that is innovative, and disruptive, and challenging. I think what we are doing is quite interesting at the *100% Human at Work* [project] in that we are trying to be that challenging force and question the way that things have been done. It’s interesting to pick up from the room that there’s still a tension between some of the corporate foundations and some of the more traditional foundations. It would be great to work out a way that we can overcome that and collaborate.”

Anna Gowridge
Head of Strategic People Initiatives and the B Team, Virgin Unite, UK

“I see philanthropy as a movement, because it basically is working at influencing giving towards a social change. Because it’s a new area [in Africa], it needs to have champions. And for that reason I see it as a movement.

My role is of course in the organization that I work... But increasingly I’ve found that the philanthropy space is a space that we need to support more... and particularly being able to grow this sector, and grow the people who work in it.”

Catherine Kiganjo
Head of Organization and People Development, Kenya Community Foundation, Kenya

“I do think that we are a sector that is developed in some areas, and developing in other regional areas... The way we described it this morning was from being very grassroots, very personal to very large institutions, so I think there’s a spectrum.

I certainly see myself in one of the larger institutional players in the sector, and that is both a strength and something that is suspect by many, because of the power that we hold, because of our large resources, our “Americanness” and our age (50 years) ... I think that our organization is definitely evolving away from the traditional, top-down, big philanthropy, throw-our-weight-around [style]. But it’s a challenge to live that fully; I think we’re conscious of doing

that. Also it’s a challenge to have others see us differently... But I think we’re doing a pretty good job, moving to that direction.”

Jean McCall
Director of Human Resources, William and Flora Hewlett Foundation, USA

“I don’t think there’s one definition. The definition comes from whoever makes the philanthropic gesture or sets up the foundation. They have different origins, different reasons for being and that often defines philanthropy means for that organization, that foundation, collective or group.

From my perspective my role is about understanding the philanthropic gesture that was made by the founder of Wellcome, and helping guide and see that through in a modern context. So when this was all set up, years and years ago, none of the political systems that we have in place today, nor the internet, nor any of those other things were around. But there was a desire to see good done in terms of human health and planetary health.”

Ted Smith
Director of People and Places, The Wellcome Trust, UK

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