



Leader's Forum

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SFU Harbour Centre
Vancouver, BC Canada


by



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Agenda

- Introduction 
- What's wrong with corporate-nonprofit partnerships?
- Presenting a new model for partnering: Impact maximizing employee community involvement
- Getting started with impact maximizing employee community involvement
- Reality check: Discussion
- Wrap up

Objectives

- Understand the weaknesses of the predominant model for corporate-nonprofit partnerships
- Learn a new high impact model of corporate-nonprofit partnerships
- Take back some concrete next steps to strengthen your corporate-nonprofit partnerships

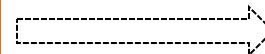
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State of corporate support for societal causes: Significantly smaller scale than host companies

- Donating 1% of revenue is aspirational!
- Over 90 percent of F500 companies involve fewer than half of employees in volunteering and for fewer than 8 hours/year

Business



Corporate assistance is low impact

- In the normal course of business, companies fend off hackers, survive spikes in commodity prices, invent previously unimaginable products, and get those products to thousands of retail stores across several continents every day....
- Capitalism is fantastically competent, productive and transformative.
- Yet, it's way to help societal causes is largely cash and extra-hands volunteering – exactly what people on their own can do without help from their employer.

Current state of corporate community involvement: Unimpressive

Moderate

Occasional

**Not to
scale**

**Low
priority**

Unnoticed

**Leaving a
lot on the
table**

What's wrong with today's customary corporate-nonprofit partnerships?

1. Unproductive

- Generate low quantity of corporate assistance
- Generate low quality corporate assistance

Q: What's else is wrong with corporate-nonprofit partnerships?

A: They start from a foundation as erroneous as...

If you...

Choose vanilla ice cream

**You are concerned with
meaning**

If you...

Choose chocolate ice cream

**You have a one-track mind:
money, money, money**

We have arbitrarily divided people

If you...

Choose teaching children

**You are concerned with
meaning**

If you...

Choose designing cars

**You have a one-track mind:
money, money, money**

Our societal sectors are at odds with our character as humans

Hierarchy of human needs

Nonprofit / public sector workers

**Meaning
(transformation)**

**Recognition
(success)**

Private sector workers

**Money
(survival)**

Based on the work of Chip Conley and Abraham Maslow

What's wrong with today's customary corporate-nonprofit partnerships?

1. Unproductive

- Generate low quantity of corporate assistance
- Generate low quality corporate assistance

2. Unnatural

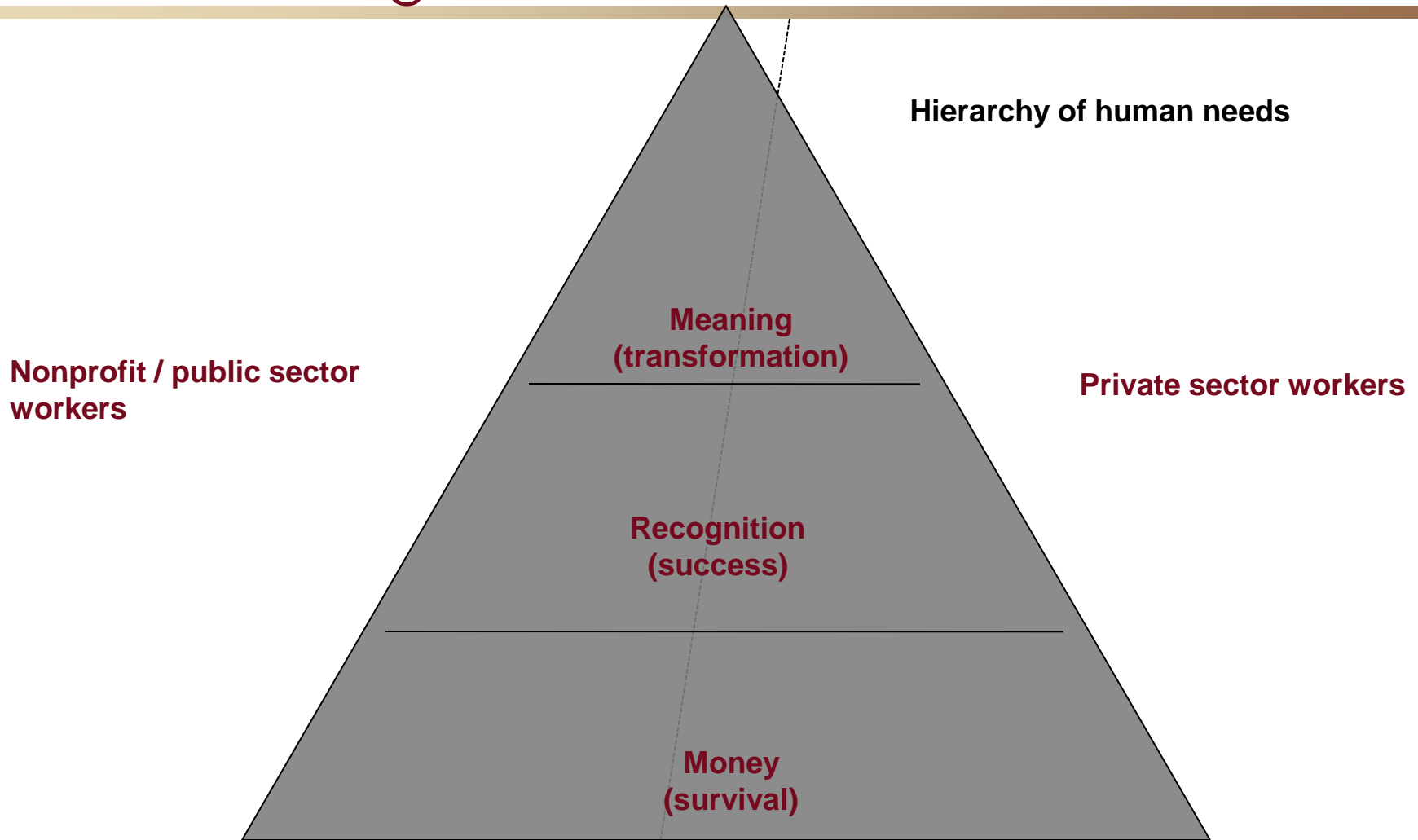
- Divide people into sectors that do not reflect the human character

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Everybody should have access to higher human needs through their labor



Based on the work of Chip Conley and Abraham Maslow

What's wrong with today's customary corporate-nonprofit partnerships?

1. Unproductive

- Generate low quantity of corporate assistance
- Generate low quality corporate assistance

2. Unnatural



- Divide people into sectors that do not reflect the human character

Imagine that at your corporate partner /
corporate employer...

Every employee

conducts

community involvement

Imagine that at your corporate partner /
corporate employer...

Every employee

every week

conducts

community involvement

Imagine that at your corporate partner /
corporate employer...

Every employee
every week

conducts

high impact
community involvement



Ridiculous!

Absurd!

Infeasible!

Poll

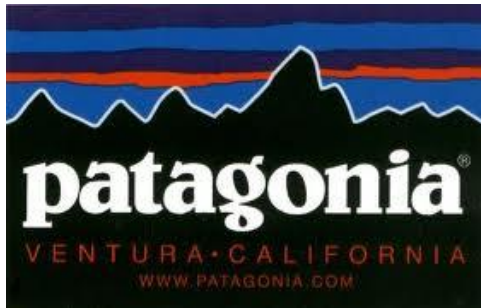
- How feasible/infeasible do you consider the idea of having every employee conduct community involvement every week that is higher impact than what they could do on their own?
 - Highly infeasible
 - Infeasible
 - Feasible
 - Highly feasible
 - NA / Don't know

Every sales representatives does community involvement

Sales representative job description:

“Provide a complete shopping experience for our customers, involving product knowledge and...

environmental
involvement



At Patagonia, walk in traffic and sales skills leveraged for environmental activism



Definition: Impact maximizing employee community involvement

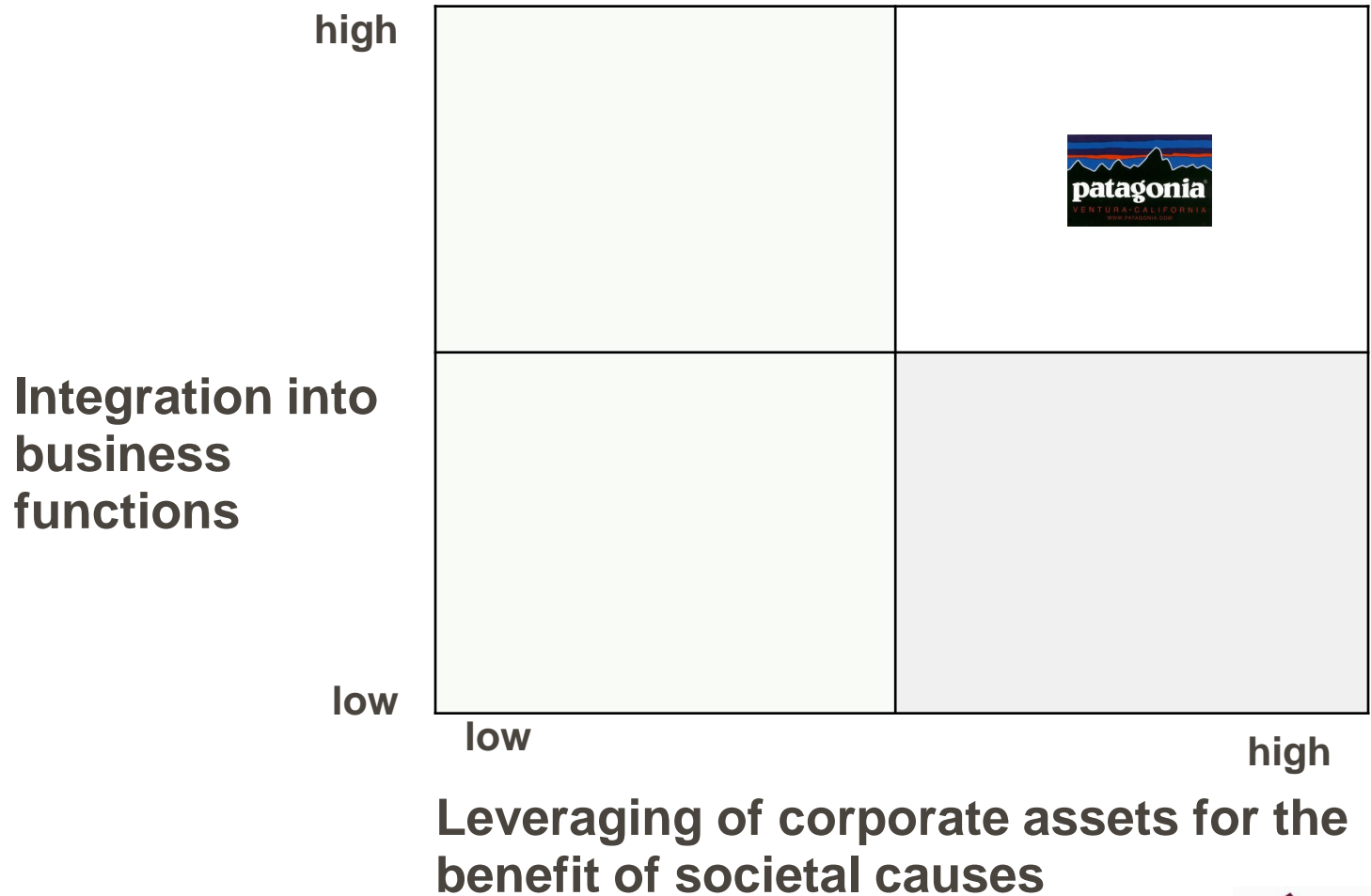
- Capitalizes business assets to maximize both the quality and quantity of services that employees contribute to societal causes and, thus, maximizes societal and business impact.
- It adapts “employee volunteering” in order that it fully benefit from the workplace context.

Impact maximizing employee community involvement meets two conditions

| | | | |
|--|------|---|--|
| Integration into business functions | high | <ul style="list-style-type: none">• High business effectiveness (ROI)• Low societal effectiveness (SROI) | <ul style="list-style-type: none">• High business effectiveness (ROI)• High societal effectiveness (SROI) |
| | low | <ul style="list-style-type: none">• Low business effectiveness (ROI)• Low societal effectiveness (SROI) | <ul style="list-style-type: none">• Low business effectiveness (ROI)• High societal effectiveness (SROI) |
| | | low | high |

Leveraging of corporate assets for the benefit of societal causes

Impact-maximizing employee community involvement



Infinity of ways to offer impact maximizing employee community involvement

Integrates employee community involvement into this business function:

In a way that leverages this/these company asset(s):



Sales

Foot traffic, sales skills



Leadership development

Problem solving skills



Moving packages

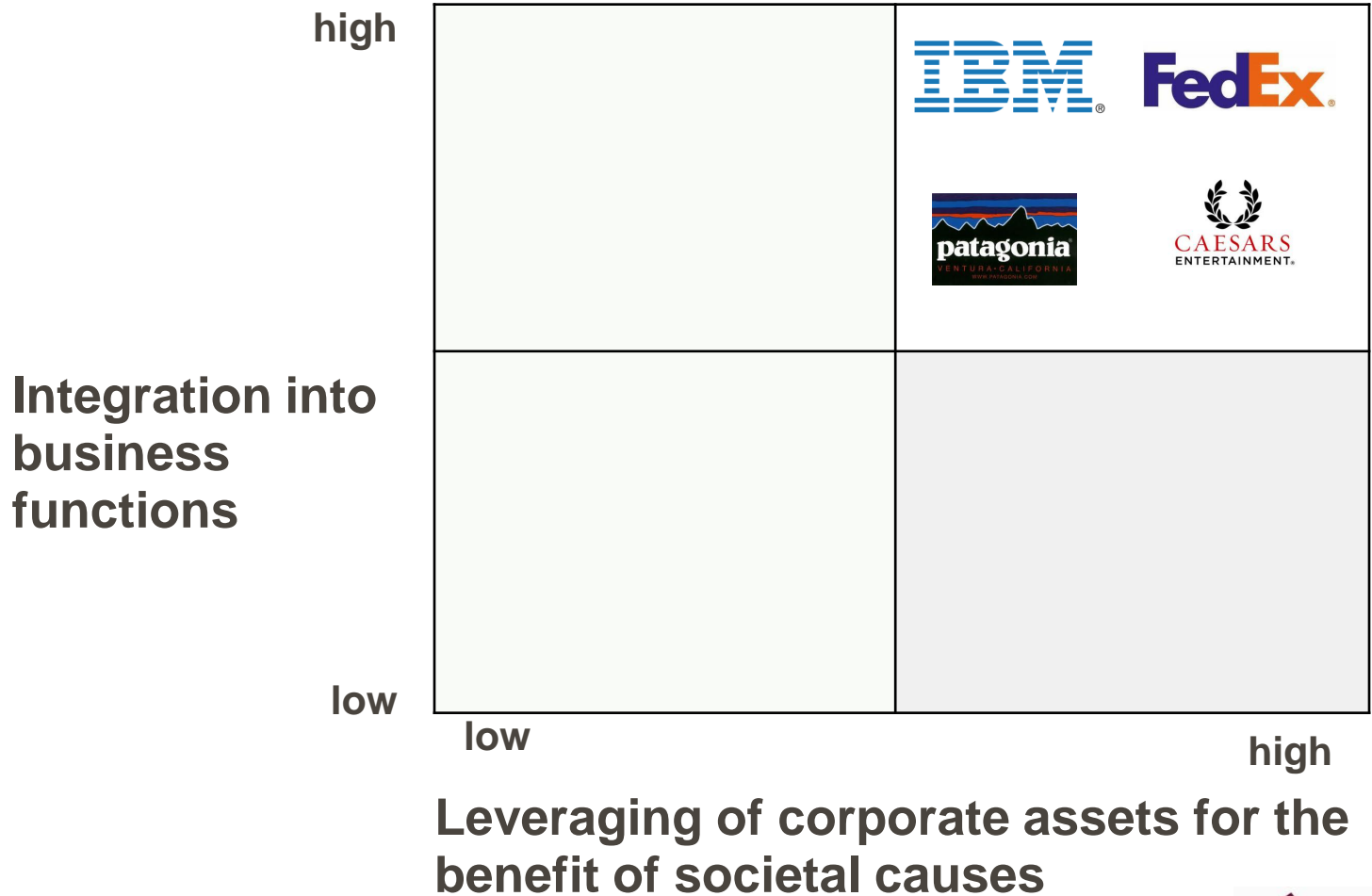
Road travel, GPS



Housekeeping

Soap

Impact-maximizing employee community involvement



Traditional volunteering vs. impact maximizing employee community involvement

| | "Volunteering" is characterized by... | Impact maximizing employee community involvement has... |
|----------------------------------|---|--|
| Motivation | <p>Altruism</p> <ul style="list-style-type: none"> ▪ Benefits only the civic sector cause ▪ Volunteers are not paid | <p>Win-win return</p> <ul style="list-style-type: none"> ▪ Benefits the company, as well as the societal cause ▪ Employee participants can be paid |
| Selection/design criteria | <p>Individual free will</p> <ul style="list-style-type: none"> ▪ Selection of cause or service is by the volunteer ▪ Participation is voluntary ▪ Selection of cause is by the volunteer ▪ Tasks are selected/defined by the volunteer | <p>Project effectiveness/impact</p> <ul style="list-style-type: none"> ▪ Selection of cause or service can be made by the company in accordance to what meets the program's aims ▪ Participation can be expected or compulsory ▪ Tasks can be defined by the company |
| Nature of the experience | <p>Personal giving</p> <ul style="list-style-type: none"> ▪ Experience is often unstructured ▪ Service performed is often of an unskilled nature ▪ Privacy is high and scrutiny is low (often) | <p>Professionalized service</p> <ul style="list-style-type: none"> ▪ Experience is structured ▪ Service performed is often of the skilled nature ▪ Privacy is low and scrutiny is high |

Impact maximizing employee community involvement can be called “charitability”

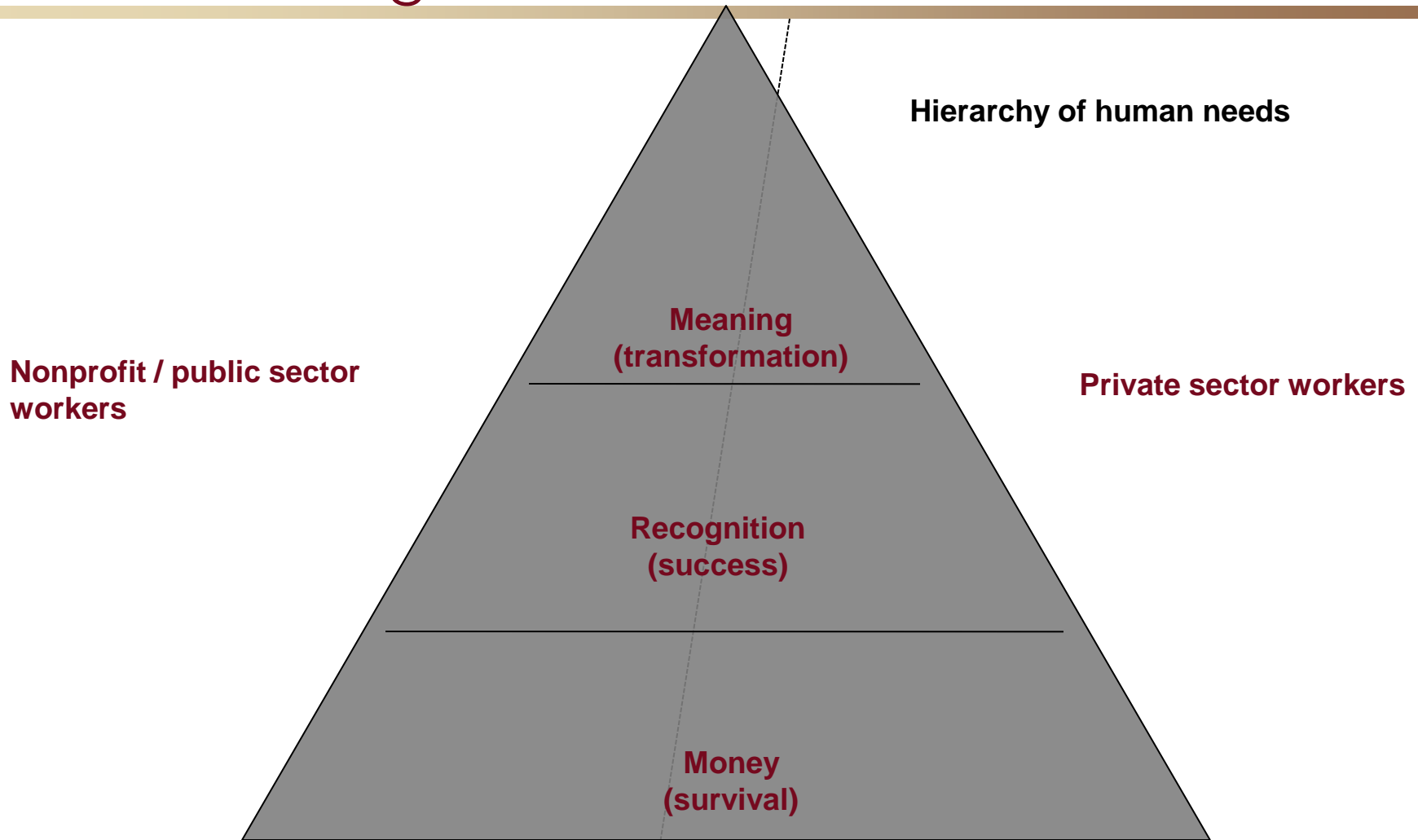
- “Charitability” = the fusion of employee charity and profitability as a means to increase the impact on both societal causes and corporate profits.
- Unlike traditional employee volunteering which mostly engages employees in volunteer activities outside of their jobs, charitability incorporates a social benefit component into commercial jobs.

I 
volunteering



**solving the world's gravest
societal problems**

Everybody can have access to higher human needs through their labor

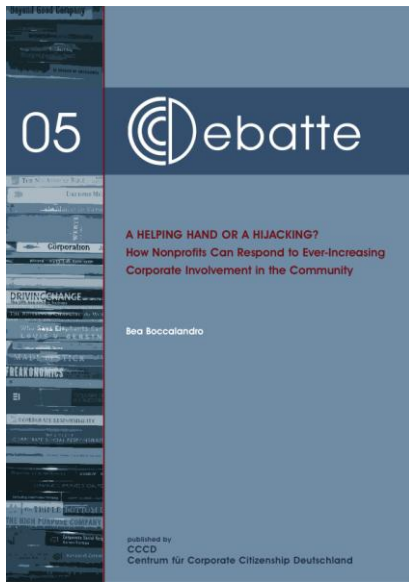


Based on the work of Chip Conley and Abraham Maslow

Publications with more information



The End of Employee Volunteering



A Helping Hand or a Hijacking?

Download at www.veraworks.com

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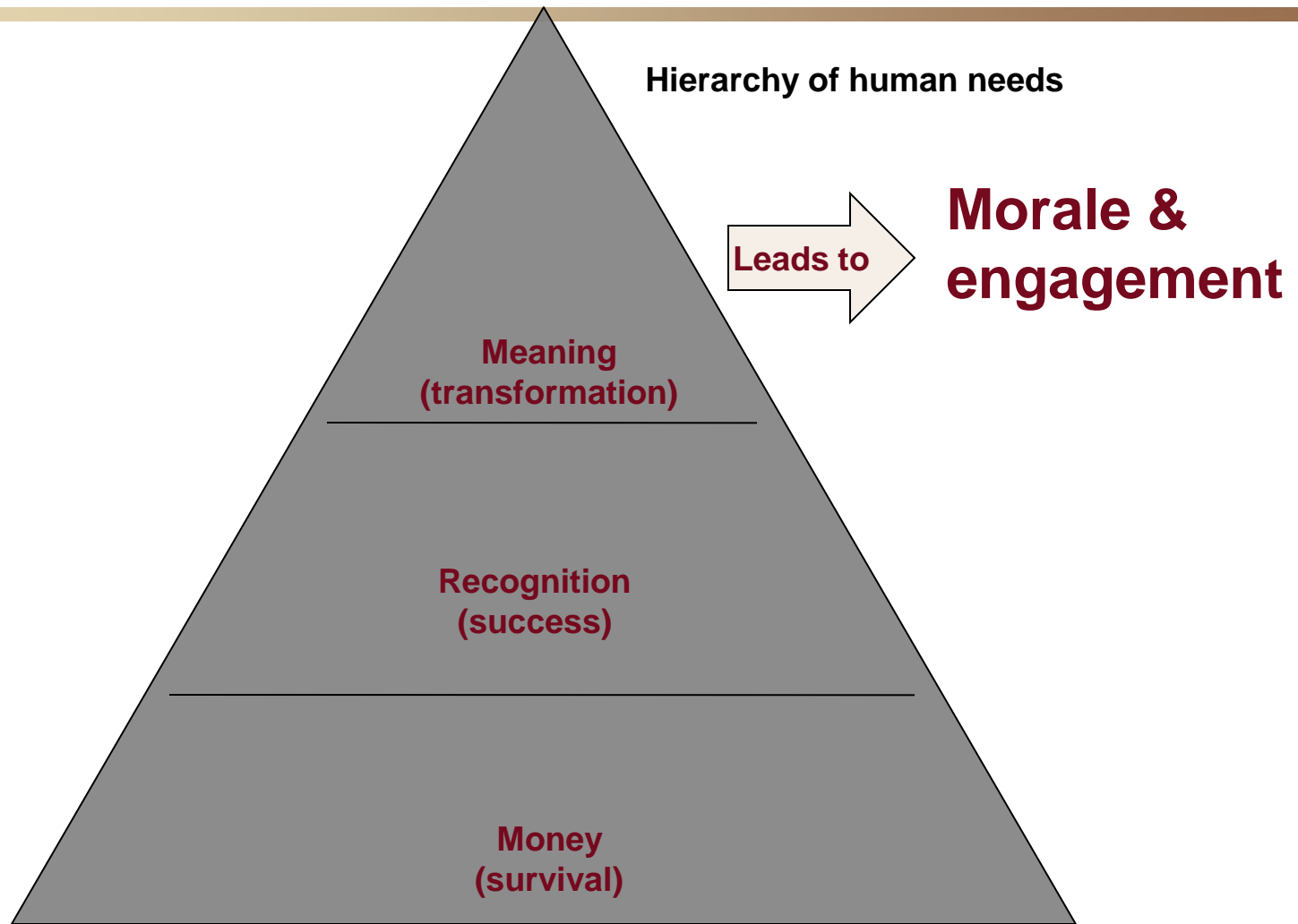
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First steps for impact maximizing employee community involvement

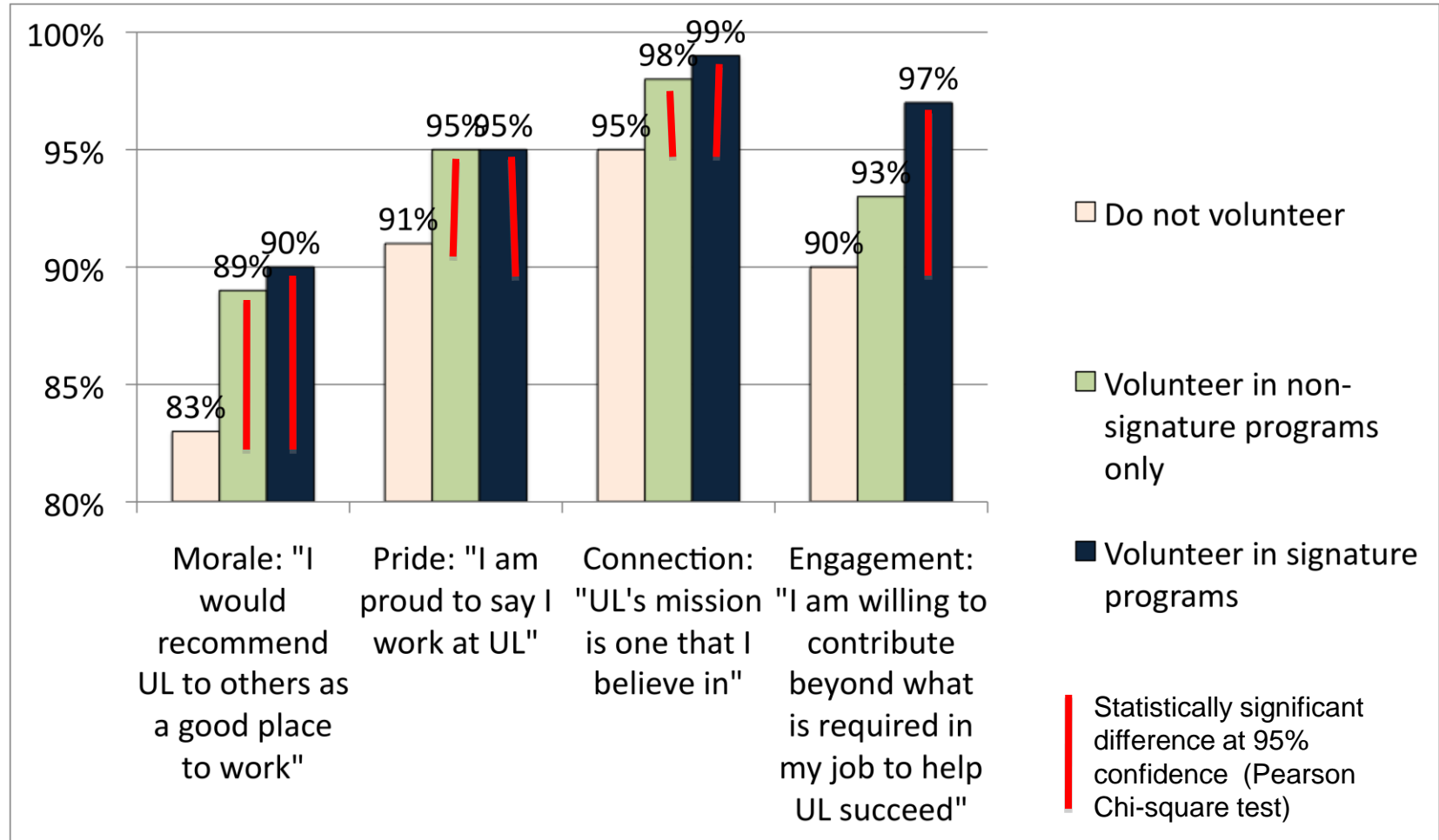
- Let go of corporate contributions of cash and volunteering
- Identify/design impact maximizing employee community involvement / charitability
- Generate business value

Meaning is profitable



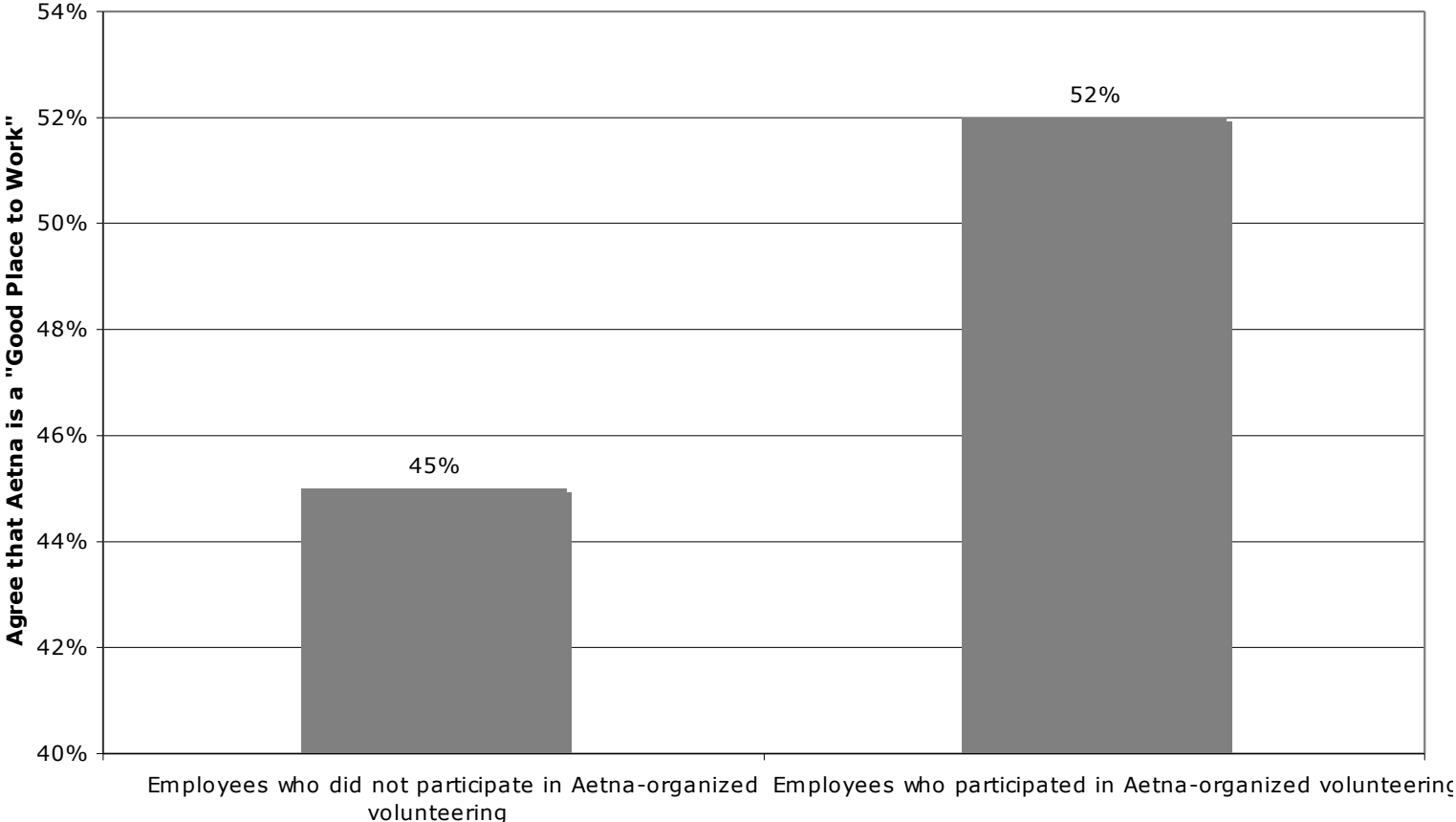
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Relationship between volunteering and HR outcomes at UL



Relationship between company-organized volunteering and morale at Aetna

Employee Volunteers Are 1.3 More Times More Likely to Rate Aetna a "Good Place to Work"



*Based on Odds Ratio Calculation $(0.52/0.48)/(0.45/0.55)$.

Source: All Employee Survey, 2003.



First steps for impact maximizing employee community involvement

- Let go of corporate contributions of cash and volunteering
- Identify/design impact maximizing employee community involvement / charitability
- Generate business value
- Partner with the enlightened first
- Makes them heroes

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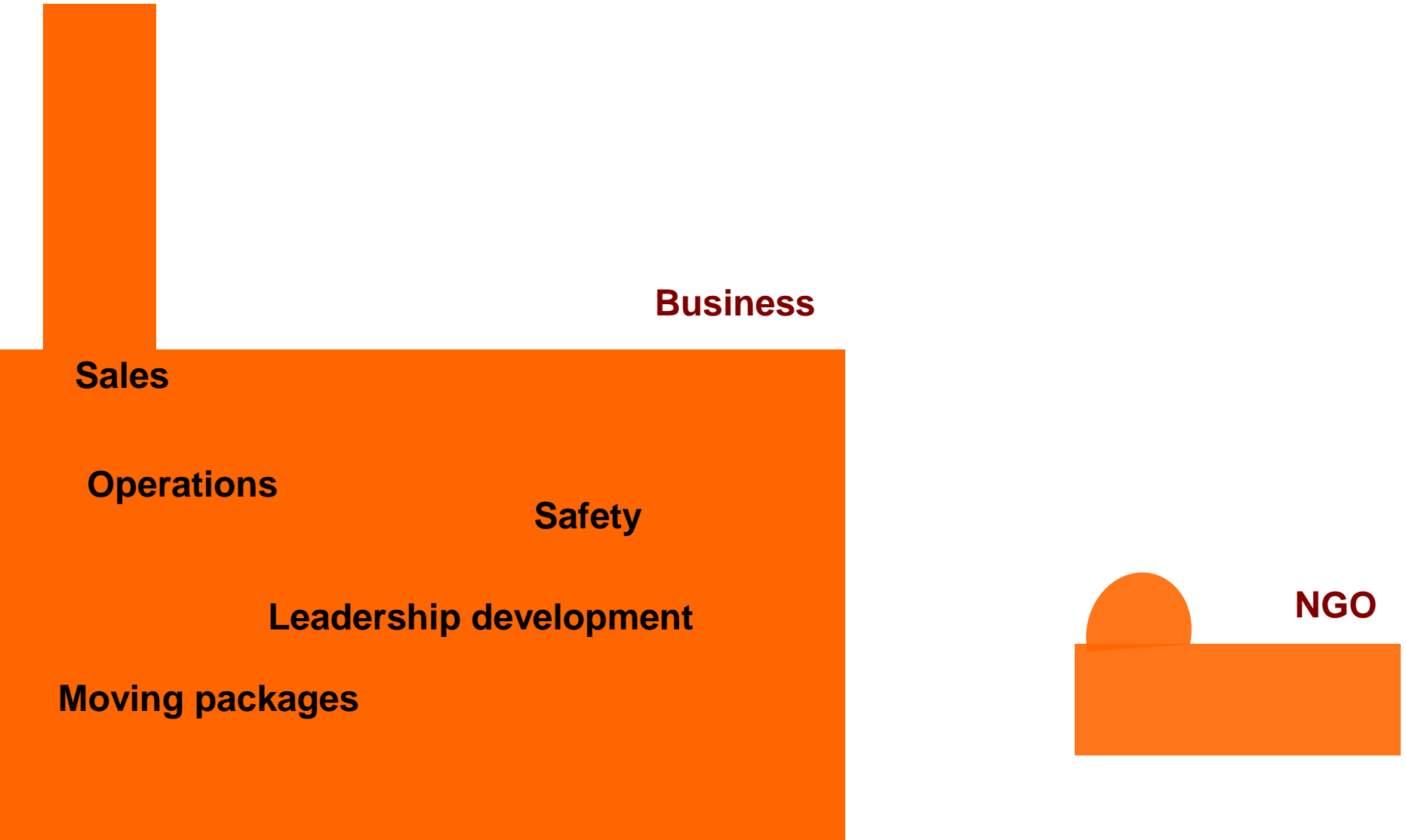
Post test

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By intrinsically linking employee community involvement to business functions - department by department...



... we reinvent, refresh and revive civil society

