

Trends and practical tools in philanthropy and prosocial behaviour

Perspective for the business leader

By Wendy Rodríguez

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**Trends and practical
tools in philanthropy
and prosocial behaviour**
Perspective for the business leader

Researcher: Wendy Alfaro

Mapping Latin America

Seattle International Foundation

Top ten giving foundations for Latin America, 2013

| Foundation | State | Amount (US\$) | Number of grants |
|--------------------------------------|-------|---------------|------------------|
| Bill & Melinda Gates Foundation | WA | 291,662,439 | 57 |
| Ford Foundation | NY | 53,975,280 | 261 |
| Gordon and Betty Moore Foundation | CA | 33,817,201 | 29 |
| Susan Thompson Buffett Foundation | NE | 19,410,369 | 9 |
| W. K. K. Kellogg Foundation | MI | 14,307,398 | 72 |
| Coca Cola Foundation | GA | 11,312,562 | 51 |
| Howard G. Buffett Foundation | IL | 10,192,058 | 5 |
| William and Flora Hewlett Foundation | CA | 9,735,300 | 32 |
| Rockefeller Foundation | NY | 8,355,450 | 14 |
| David and Lucile Packard Foundation | CA | 8,257,230 | 45 |

Source: Foundation Center, 2015

Top ten recipients of foundation giving for Latin America, 2013

| Recipient | State | Amount (US\$) | Number of grants |
|---|-------------|---------------|------------------|
| Medicines for Malaria Venture | Switzerland | 164,989,240 | 2 |
| Task Force for Global Health | GA | 43,618,872 | 1 |
| World Wildlife Fund | CT | 16,560,389 | 10 |
| Futures Institute | Colombia | 13,012,364 | 1 |
| Education Foundation for Reproductive Health (ESAR) | South Korea | 10,070,902 | 1 |
| International Vaccine Institute | MD | 9,742,427 | 1 |
| Catholic Relief Services | Brazil | 8,808,547 | 6 |
| Empresa Brasileira de Pesquisa Agropecuaria | Mexico | 6,957,203 | 1 |
| El Poder del Consumidor | NY | 5,838,000 | 2 |
| Planned Parenthood Federation, International | DC | 5,729,823 | 6 |

Source: Foundation Center, 2015

Foundation giving for Latin America by area, 2013

| Subject | Amount (US\$) | % | Number of grants |
|------------------------------------|---------------|------|------------------|
| Health | 299,004,960 | 49,4 | 207 |
| Environment and animals | 91,649,032 | 15,1 | 380 |
| Human rights | 45,553,620 | 7,5 | 235 |
| Agriculture, fishing, and forestry | 34,621,774 | 5,7 | 64 |
| International relations | 33,832,490 | 5,6 | 260 |
| Community and economic development | 30,136,795 | 5,0 | 136 |
| Education | 13,036,155 | 2,2 | 116 |
| Information and communications | 11,180,125 | 1,8 | 27 |
| Social sciences | 10,416,518 | 1,7 | 61 |
| Public affairs | 8,205,271 | 1,4 | 39 |

Source: Foundation Center, 2015.

Foundation giving to Latin America recipients, 2013

| Country | Amount (US\$) | % | Number of grants |
|-------------|---------------|-----|------------------|
| Mexico | 56,586,823 | 262 | 185 |
| Brazil | 44,110,890 | 154 | 129 |
| Colombia | 21,568,761 | 78 | 56 |
| Peru | 12,745,751 | 57 | 40 |
| Chile | 12,193,911 | 43 | 35 |
| Panama | 6,814,382 | 11 | 7 |
| Argentina | 6,814,382 | 61 | 41 |
| Ecuador | 6,262,263 | 16 | 13 |
| El Salvador | 2,737,226 | 10 | 8 |
| Guatemala | 2,154,760 | 23 | 16 |

Source: Seattle International Foundation, 2013.

Foundation giving to recipients outside Latin America, 2013

| Subject | Amount (US\$) | % | Number of grants |
|-------------|---------------|-----|------------------|
| Mexico | 39,901,504 | 255 | 173 |
| Brazil | 32,489,542 | 62 | 48 |
| El Salvador | 10,587,571 | 20 | 16 |
| Peru | 8,196,869 | 47 | 36 |
| Costa Rica | 7,882,856 | 43 | 14 |
| Ecuador | 6,890,169 | 50 | 20 |
| Guatemala | 6,824,953 | 78 | 58 |
| Chile | 6,718,113 | 25 | 23 |
| Colombia | 3,552,034 | 34 | 26 |
| Nicaragua | 3,255,866 | 27 | 24 |

Source: Foundation Center, 2015.

Foundation funding for Central America, 2013

| Country | Amount (US\$) | Number of recipients | Number of grants |
|-------------|---------------|----------------------|------------------|
| Guatemala | 19.2 | 79 | 106 |
| El Salvador | 13.1 | 27 | 33 |
| Panamá | 9.2 | 14 | 20 |
| Costa Rica | 8.7 | 28 | 58 |
| Nicaragua | 4.4 | 32 | 38 |
| Honduras | 3.7 | 35 | 42 |
| Belize | 3.1 | 20 | 25 |

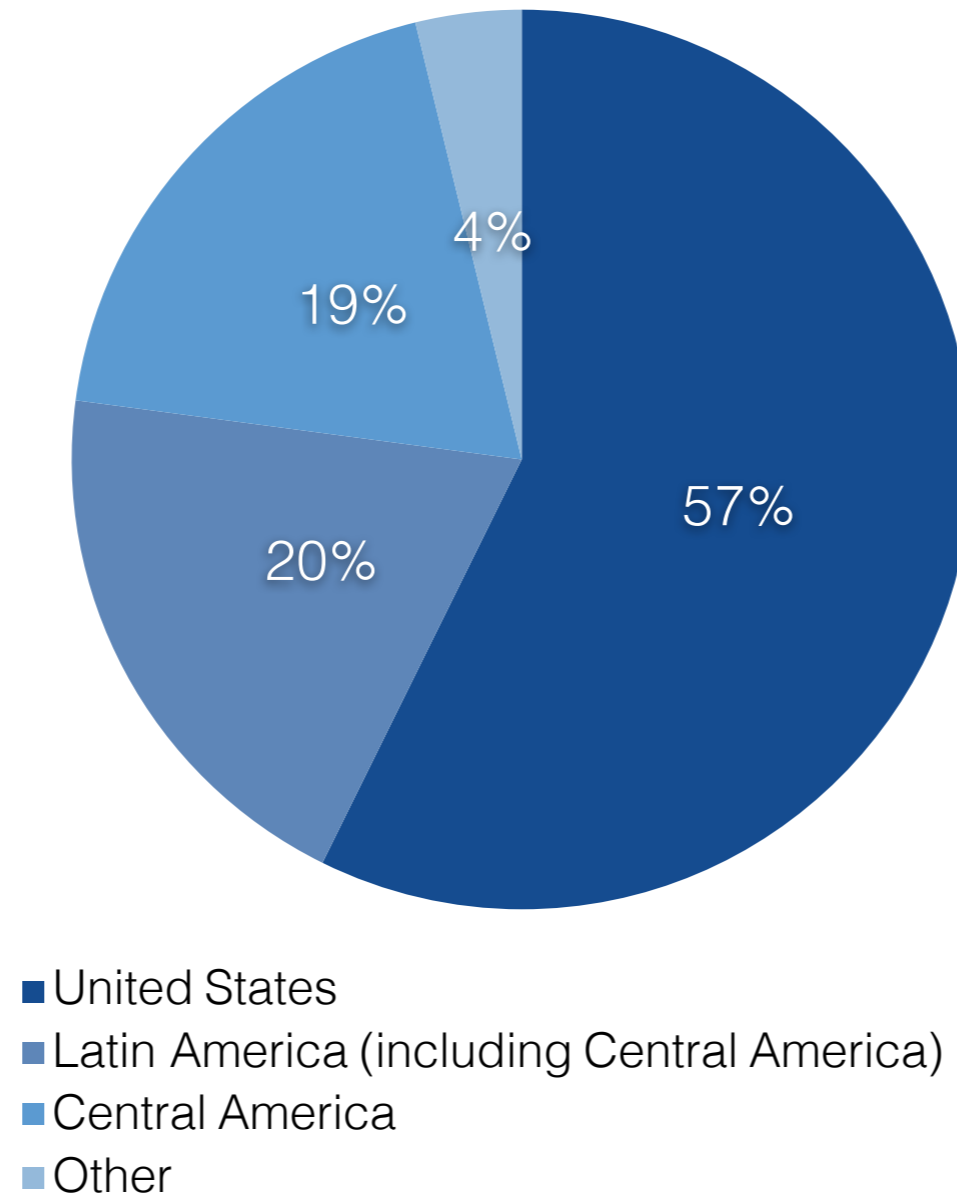
Source: Foundation Center, 2015.

Foundation by giving for Central America, 2013

| Foundation | State | Amount | Number of grants |
|---|-------|------------|------------------|
| Ford Foundation | NY | 12,413,600 | 57 |
| Susan Thompson Buffett Foundation | NE | 10,070,902 | 1 |
| Howard G. Buffett Foundation | IL | 7,633,576 | 3 |
| Open Society Foundations | NY | 3,362,073 | 22 |
| Bill & Melinda Gates Foundation | WA | 3,329,623 | 5 |
| Summit Foundation | DC | 3,316,694 | 34 |
| Skoll Foundation | CA | 2,632,626 | 6 |
| Blue Moon Fund | VA | 2,272,000 | 4 |
| John D. and Catherine T. MacArthur Foundation | IL | 2,034,000 | 6 |
| Caterpillar Foundation | IL | 1,890,044 | 2 |

Source: Foundation Center, 2015.

Foundation funding for Central America by recipient, 2013



Source: Foundation Center, 2015.

Top 10 recipients of foundation giving for Central America, 2013

| Recipient | Location | Amount | Number of grants |
|--|--------------|------------|------------------|
| Education Foundation for Reproductive Health | Colombia | 10,070,902 | 1 |
| Catholic Relief Services | MD | 8,433,576 | 5 |
| Fundación Capital | Panamá | 5,099,550 | 4 |
| Friends of the Osa | DC | 3,210,000 | 3 |
| EARTH University Foundation | GA | 2,289,025 | 10 |
| AVINA Americas | DC | 2,050,000 | 2 |
| Water.org | MO | 2,025,044 | 8 |
| Smithsonian Institution | DC | 1,592,177 | 4 |
| VaxTrials | Panamá | 1,475,832 | 1 |
| Shack/Slum Dwellers International | South Africa | 1,250,000 | 1 |

Source: Foundation Center, 2015.

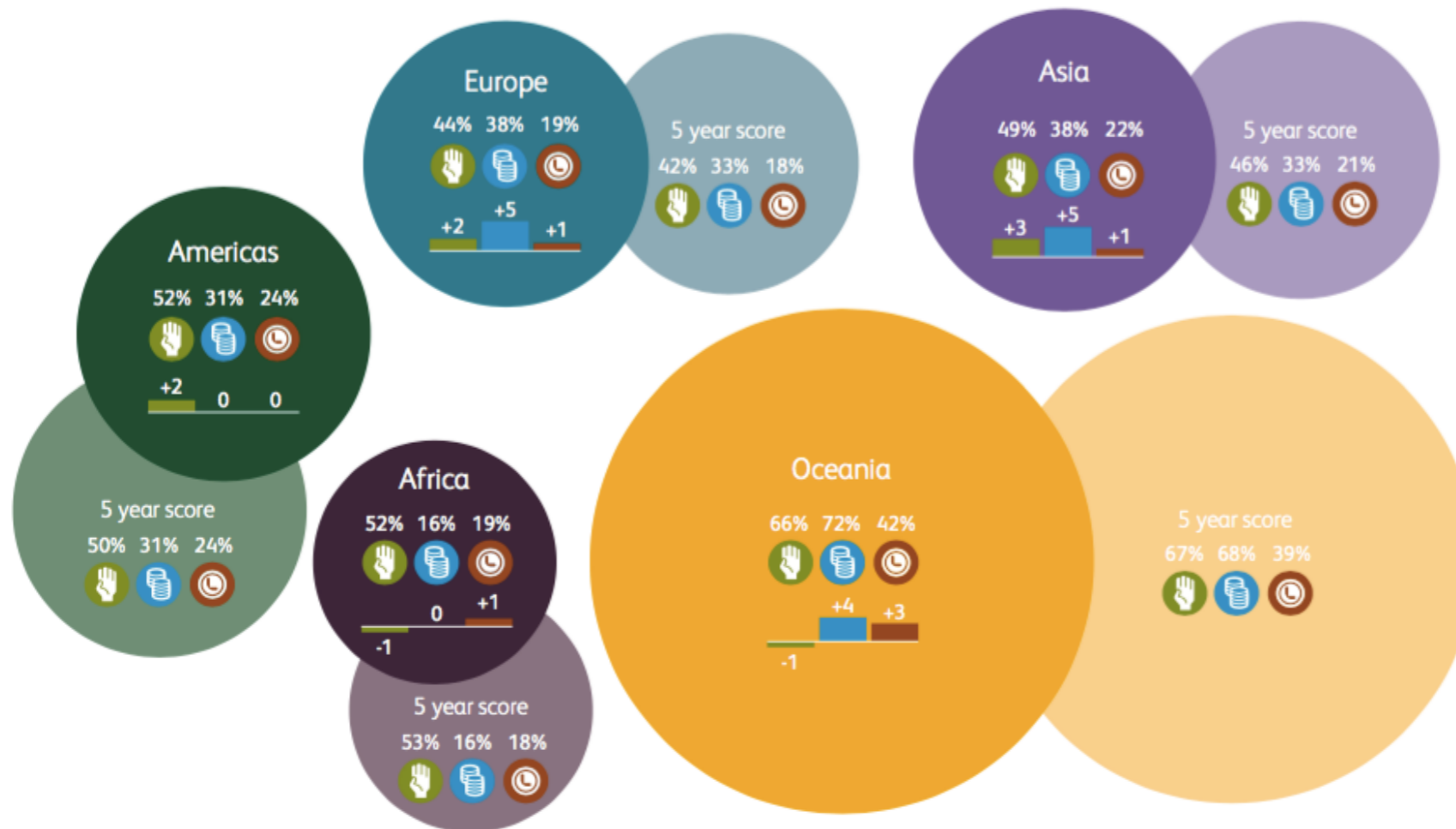
Mapping Central America

World Giving Index (CAF)

Methodology

- Sixth edition of the World Giving Index
- Data from across the world
- Five year period (2010-2014)
- 145 countries
- Measures three giving behaviours
 - Helping a stranger (% of people)
 - Donating money to a charity (% of people who donated money to a charity)
 - Volunteering (proportion of people who volunteer)

Continental participation in donating money, volunteering and helping a stranger (5 year period)



Participation one-year score: calculated using countries surveyed in 2014 only.

Participation five-year score: data represents average participation in countries surveyed in three or more different calendar years in period 2010-2014.

Data relate to participation in giving behaviours during one month prior to interview.

World Giving Index

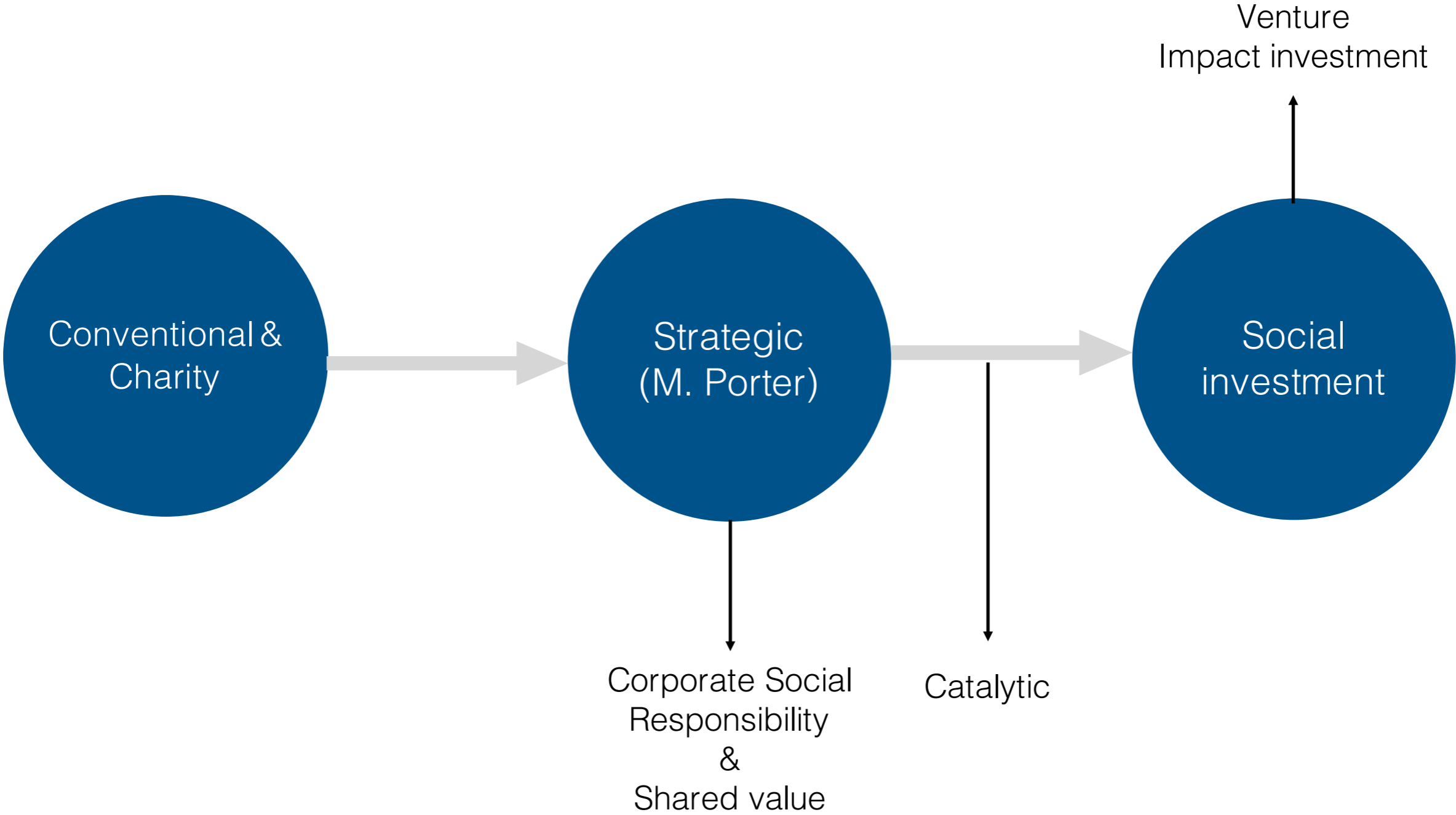
(top and bottom positions worldwide and Central America)
n=145 countries

| Country | Global | | Helping a stranger Score | | Donations | | Volunteering | |
|----------------------|------------|-----------|-----------------------------|-----------|------------|-----------|--------------|-----------|
| | Ranking | Score | Ranking | Score | Ranking | Score | Ranking | Score |
| Birmania | 1 | 66 | 47 | 55 | 1 | 92 | 1 | 50 |
| Estados Unidos | 2 | 61 | 3 | 76 | 12 | 63 | 6 | 44 |
| Nueva Zelanda | 3 | 61 | 22 | 65 | 6 | 73 | 4 | 45 |
| Canada | 4 | 60 | 14 | 69 | 10 | 67 | 5 | 44 |
| Australia | 5 | 59 | 21 | 66 | 7 | 72 | 12 | 40 |
| Guatemala | 16 | 49 | 17 | 68 | 48 | 38 | 10 | 41 |
| Costa Rica | 36 | 43 | 19 | 67 | 56 | 34 | 39 | 27 |
| Panama | 53 | 39 | 76 | 49 | 50 | 36 | 33 | 31 |
| Honduras | 60 | 36 | 70 | 50 | 79 | 25 | 27 | 33 |
| Nicaragua | 69 | 34 | 81 | 47 | 53 | 35 | 72 | 20 |
| Belize | 70 | 33 | 84 | 46 | 71 | 28 | 47 | 26 |
| El Salvador | 117 | 23 | 94 | 43 | 137 | 8 | 76 | 19 |
| Reino Unido | 140 | | | | | | | |
| Territorio Palestino | 141 | 17 | 118 | 36 | 134 | 9 | 133 | 7 |
| Lituania | 142 | 17 | 129 | 33 | 131 | 10 | 128 | 8 |
| Yemen | 143 | 15 | 115 | 37 | 144 | 5 | 145 | 3 |
| China | 144 | 12 | 144 | 16 23 | 136 | 8 | 144 | 4 |
| Burundi | 145 | 11 | 145 | 16 | 143 | 5 | 117 | 10 |

Philanthropy

Evolution and trends

Evolution

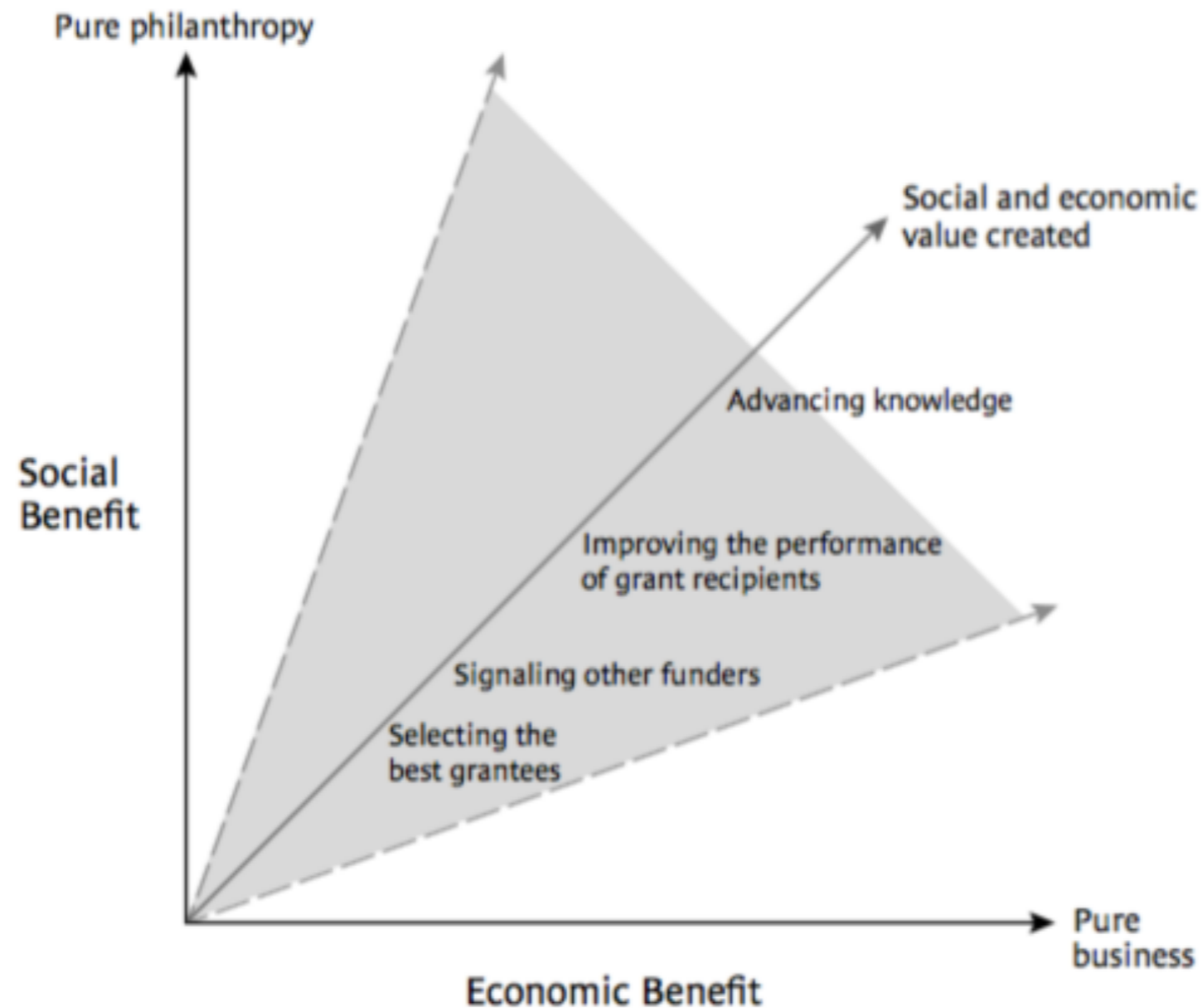


Types of philanthropy

| Question | Conventional | Strategic | Social investment |
|---------------------------------|---|--|---|
| What is the question? | Which organizations should I support and how much money should I give them? | How can I catalyze a campaign that achieves measurable impact? | How can I help to scale up effective nonprofit organizations? |
| Who is responsible for success? | Nonprofits | Funders | Nonprofits |
| Who gets funded? | Individual nonprofits | Multi-sector campaigns | Capacity building at individual nonprofits |
| What tools are used? | Nonprofit programs | All possible tools and donor resources | Nonprofit programs |
| How is information used? | To compare grant requests | To support the campaign and motivate challenge | To increase organization effectiveness |

Source: Adapted from Kramer, 2009.

Competitive advantage of corporate philanthropy



“Philanthropy can often be the most cost-effective way for a company to improve its competitive context, enabling companies to leverage the efforts and infrastructure of nonprofit and other institutions”.

Source: Porter y Kramer, 2002.

CSR: motives at multiple levels of analysis

| Motives | Individual | Organizational | National | Transnational | |
|--------------|-------------------------------|--|---------------------------|---------------------------|---|
| | | | | Intergovernmental | Corporate interest (groups and NGOs) |
| Instrumental | Need for control | Shareholder interest | Competitiveness | Competitiveness | Power (obtain scarce resources) |
| Relational | Need for belongingness | Stakeholder interest, legitimation/collective identity (long term) | Social cohesion | Social cohesion | Interest alignment, collaboration, and quasi-regulation |
| Moral | Need for meaningful existence | Stewardship interests, high-order values | Collective responsibility | Collective responsibility | Altruism |
| Interactions | Upward hierarchical | Insider downward hier hierarchical, outsider upward hierarchical | Compensatory | Compensatory | Multiplicative |

Aguilera, R. V., Rupp, D. E., Williams, C. A., & Ganapathi, J. (2007). Putting the S back in corporate social responsibility: A multilevel theory of social change in organizations. *Academy of Management Review*, 32(3), 836–863. <https://doi.org/10.5465/AMR.2007.25275678>

CSR: theory applied to the study of CSR motive framework (individual-centered)

| Theory | Care-based concerns (individual) | Self-based concerns | Relationship-based concern |
|---------------------------------|----------------------------------|---|----------------------------|
| Justice | Meaningful existence | Control | Belongingness |
| Identification | Perceived value fit | Expected treatment | Anticipation of pride |
| Relational management | - | Control mutuality/competence/commitment | Shared trust |
| Social exchange/social identity | Organizational identification | | Organizational trust |
| Engagement | Alignment of values | Safety for self-expression | Citizenship opportunities |
| Engagement | Developmental | Transactional | Relational |
| Signaling theory | Value fit | Expected treatment | Anticipated pride |

Rupp, D. E., & Mallory, D. B. (2015). Corporate Social Responsibility: Psychological, Person-Centric, and Progressing. *Annual Review of Organizational Psychology and Organizational Behavior*, 2(1), 211–236. <http://doi.org/10.1146/annurev-orgpsych-032414-111505>

Shared-value

- Para completar con notas de la profesora Prado

Social investment (venture philanthropy): stages of organizational development

| Angel | Early stage | Growth/Mezzanine | Long-term and large scale impact |
|---|--|--|---|
| Develop leader entrepreneurs and early stage pilots | First replication, scaling pilots | Growth proven concepts to consistently deliver impact at scale | Achieve significant scale and/or long-term funding |
| <i>Ashoka, Draper Richards, Kaplan Foundation</i> | <i>New profit, Omidyar Network, Pershing Square Foundation</i> | <i>Edna McConnell Clark Foundation</i> | <i>Government funding, earned revenue, traditional philanthropy</i> |

Source: Grooman, 2013.

From charity to social investment

Impact investment in Latin America

- Definition (2007): launching a global movement of investors with the intention to generate social and environmental impact alongside a financial return
- Private sector has become a force to create social good
- Social enterprise, corporate shared value, and socially responsible investing have exploded across business, schools, consumer, consciousness, and shareholder expectations

Source: Aspen Network of Development Entrepreneurs, Latin American Private Equity and Venture Capital Association (LAVCA), Impact Ventures (2016). The impact investing landscape in Latin America. Trends 2014 and 2015. Special focus of Brazil, Colombia and Mexico. Consulted on Nov., 2006, from:

http://c.ymcdn.com/sites/www.andeglobal.org/resource/resmgr/docs/LatAm_ImplInv_Report_English_.pdf

Impact investors in Latin America

Definition:

- Make direct investments in companies
- Have positive social or environmental impact as an explicit objective
- Have an expectation of a financial return
- Invest a minimum of US\$25 000, using any instrument, including debt, equity, quasi-equity, guarantees, or other

Source: Aspen Network of Development Entrepreneurs, Latin American Private Equity and Venture Capital Association (LAVCA), Impact Ventures (2016). The impact investing landscape in Latin America. Trends 2014 and 2015. Special focus of Brazil, Colombia and Mexico. Consulted on Nov., 2016, from:

http://c.ymcdn.com/sites/www.andeglobal.org/resource/resmgr/docs/LatAm_ImpInv_Report_English_.pdf

Impact investment in Latin America

Report methodology:

- LAVCA distributed a survey between December 2015 and March 2016 to 136 firms (identified as highly likely impact investors)
- Series of semi-structured interviews with 15-25 key actors each in Brazil, Colombia and Mexico
- 78 survey respondents

Source: Aspen Network of Development Entrepreneurs, Latin American Private Equity and Venture Capital Association (LAVCA), Impact Ventures (2016). The impact investing landscape in Latin America. Trends 2014 and 2015. Special focus of Brazil, Colombia and Mexico. Consulted on Nov., 2006, from:

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Impact investment in Latin America (key points)

- First investment in 1997 with a steady growth since 2007
- 28 impact investors headquartered in Latin America manage US\$1.2 billion in assets under management (AUM)
- 31 firms headquartered outside Latin America that have made impact investments in the region manage a total of US\$7.2 billion in AUM, considering Latin America and other regions
- Firms in Mexico manage US\$392 million, in Brazil US\$189 million and in Colombia US\$52 million in AUM
- Nearly 80% of respondents made their first investment after 2007, when the term was coined

Source: Aspen Network of Development Entrepreneurs, Latin American Private Equity and Venture Capital Association (LAVCA), Impact Ventures (2016). The impact investing landscape in Latin America. Trends 2014 and 2015. Special focus of Brazil, Colombia and Mexico. Consulted on Nov., 2016, from:

http://c.ymcdn.com/sites/www.andeglobal.org/resource/resmgr/docs/LatAm_ImplInv_Report_English_.pdf

Impact investment in Latin America (key points)

- Between 1997 and 2007, on average 3-4 new players entered the market every 2 years. Between 2008 and 2015, the number of new entrants jumped to 14 or 15 every two years
- The growth of impact investing has been driven by those investing in impact enterprises. Investments in microfinance institutions and agricultural cooperatives more than doubled between 2007 and 2015
- Type of organizations making impact investments are diverse in size, organizational structure, the type of capital they have been able to raise, and their relative expectations for financial impact return on investment
- Challenges: sourcing quality deals, achieving expected returns, and fundraising

Source: Aspen Network of Development Entrepreneurs, Latin American Private Equity and Venture Capital Association (LAVCA), Impact Ventures (2016). The impact investing landscape in Latin America. Trends 2014 and 2015. Special focus of Brazil, Colombia and Mexico. Consulted on Nov., 2016, from:

http://c.ymcdn.com/sites/www.andeglobal.org/resource/resmgr/docs/LatAm_ImplInv_Report_English_.pdf

Impact investment in Latin America (recommendations)

- Single-unified industry
- Entrepreneurial solutions have the potential to contribute to region's challenges. Some markets need a stronger base of local actors engaged in impact investing. In others, there is a gap in early stage financing
- Attracting new actors and increased flows of capital to impact investing will require coordinated promotion from current leaders Impact investor should transparently share lessons from the past, highlighting success cases
- Groups to engage: governments, large corporations and universities to create incentives, additional funding, and education for the industry to grow

Source: Aspen Network of Development Entrepreneurs, Latin American Private Equity and Venture Capital Association (LAVCA), Impact Ventures (2016). The impact investing landscape in Latin America. Trends 2014 and 2015. Special focus of Brazil, Colombia and Mexico. Consulted on Nov., 2016, from:

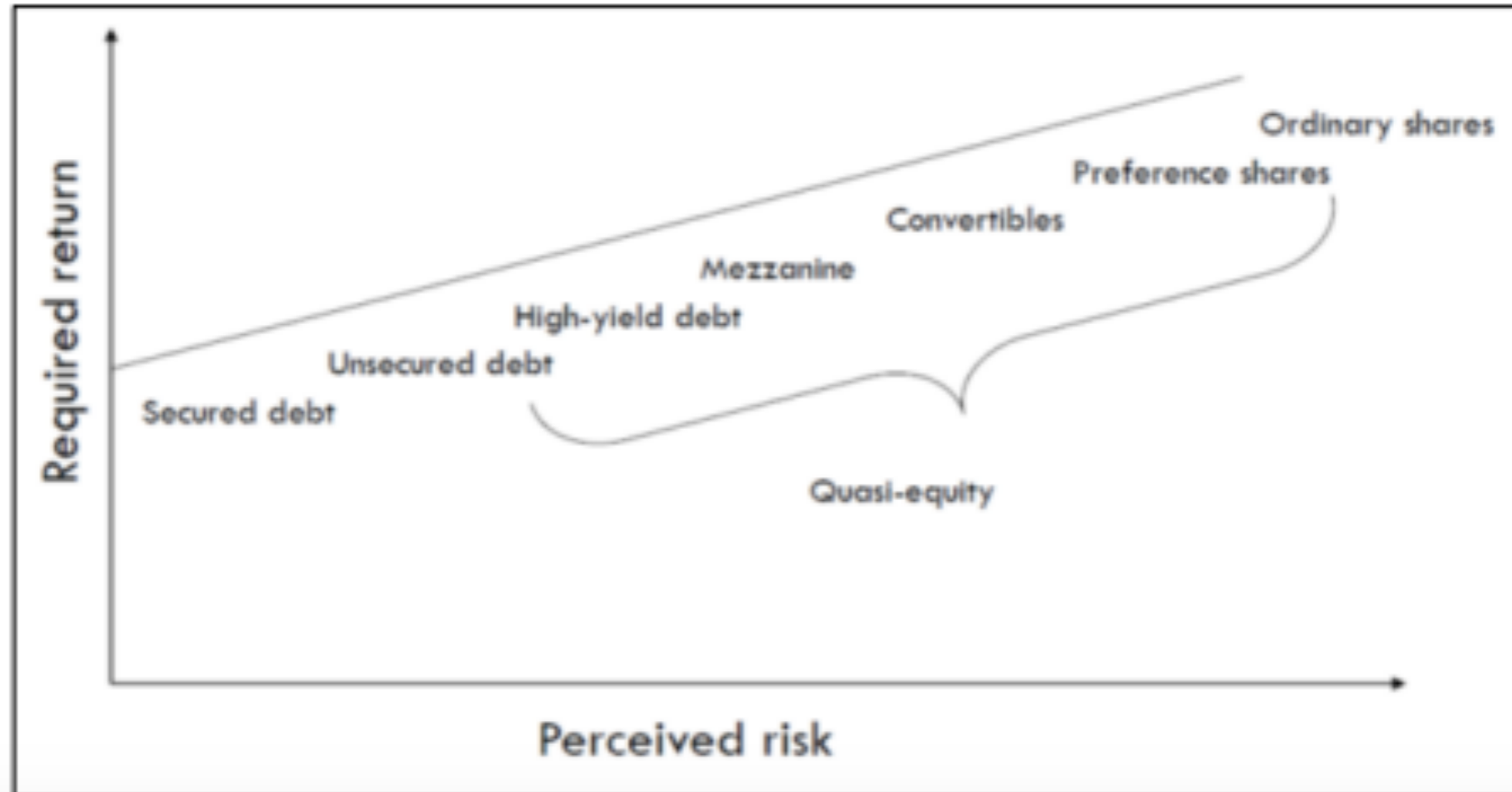
http://c.ymcdn.com/sites/www.andeglobal.org/resource/resmgr/docs/LatAm_ImpInv_Report_English_.pdf

Barriers to impact investment in Central America

- Lack of track record of successful investments (data)
- Shortage of quality investment opportunities
- Inadequate impact measurement practices
- Lack of common vernacular for talking about impact investing
- Uncertainty regarding achievement of stated impact or financial objectives

Financial instruments for impact investing

Figure 3: Risk - Return Spectrum of Financial Instruments (Source: Webster, 2013)



“An investment approach that intentionally seeks to create both financial return and measurable positive social and/or environmental impact” (WEF, 2013).

Source: Salas, Castro, Nielsen, 2016.

Impact investing: quasy-equity category

- **Subordinated debt:** the simplest form of quasi-equity. It is unsecured debt or debt that is junior to secured debt
- **Convertible debt:** debt that is redeemable or convertible into ordinary or preference shares
- **Royalty/profit participation:** an income note or other redeemable instrument that attracts a return linked to the revenue or profit performance of the investee

Impact investing: investors sample in Central America

- Root Capital
- EcoEnterprises Fund
- Pomona Impact
- Agora Partnerships
- Banco Nacional de Costa Rica

Impact investing: types of investees in Central America

- Small and medium enterprises (SME)
 - Tortilla factory that receive financing from Banco Popular (Honduras)
 - Setesik: company that promotes markets for woven leaf pine artisans in Guatemala
- Social enterprises
 - Impact enterprises (Trash in Costa Rica, Cosecha in Nicaragua)
 - Social business (Nutrívvida in Costa Rica)

Leadership and philanthropy

Giving as an individual

Main drivers of philanthropic donation behaviour (based on 500 scholarly papers)

- Awareness of need
- Solicitation
- Costs and benefits
- Altruism
- Reputation
- Psychological benefits
- Values
- Efficacy

Characteristics

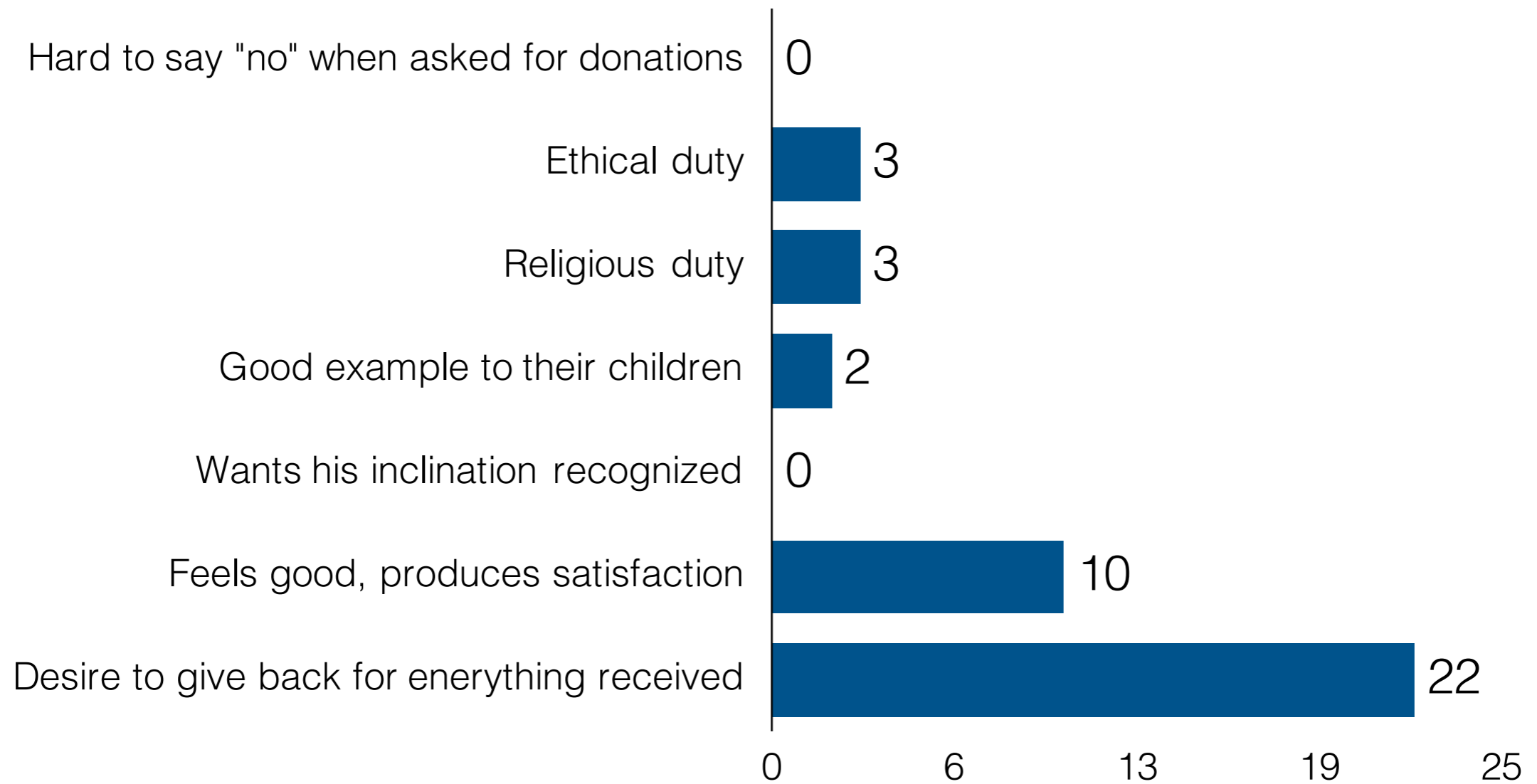
- Personality traits
 - Resilience
 - Extraversion
 - Self efficacy
 - Low levels of neuroticism
- Values
 - Generative concern
 - Moral obligation
 - Moral extensivity
 - Religious

Prosocial values motive & egoistic values

- Desire to learn new things
- Experience personal growth
- Pursue career goals
- Strengthen social relationships
- Protect oneself from negative feelings

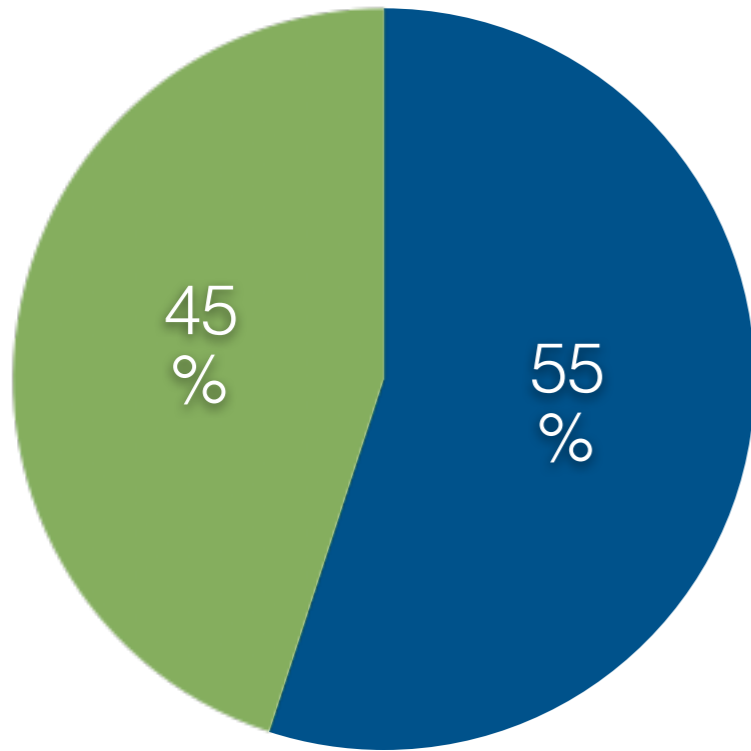
Fuente: Einolf, C., & Chambré, S. M. (2011). Who volunteers? Constructing a hybrid theory. *International Journal of*

Motivation to donate money or time

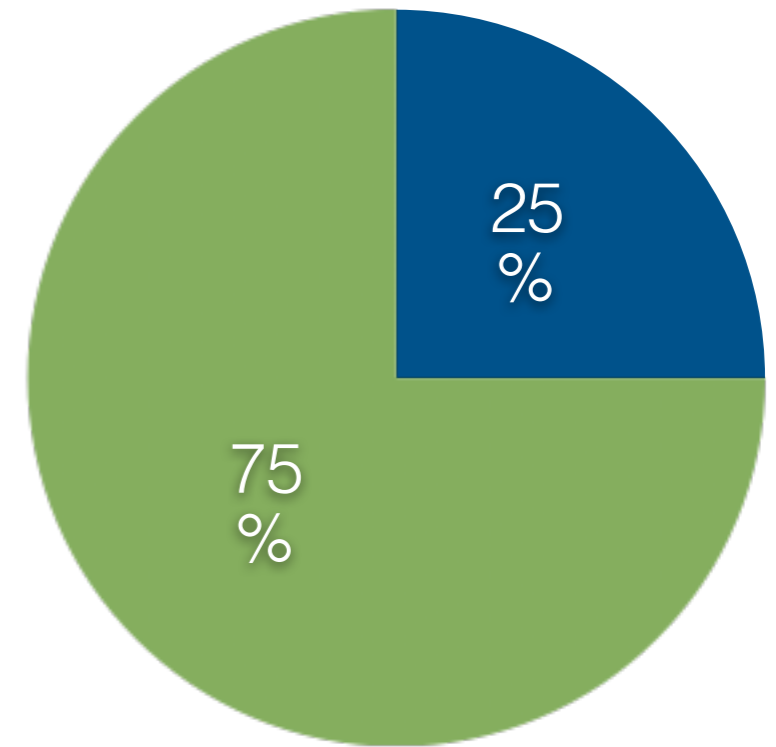


Source: INCAE. (2015). Nutrivida Case Study. Conference Empresarism and Philanthropy.

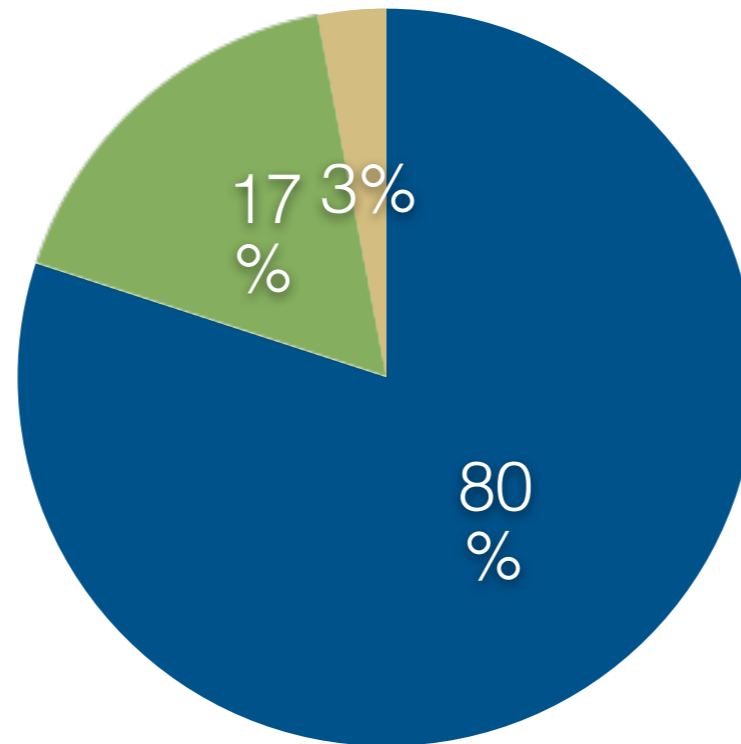
Did you donate money last month?



Did you volunteer time to an organization during last month?



Did you help a stranger who needed help last month?



Source: INCAE. (2015). Nutrivida Case Study. Conference Empresarialism and Philanthropy.

Give, match, or take: new personality construct

- Personality factors predict behaviors like cooperation, sharing, and strategic behaviors in professional contexts
- Self-focused individuals: share fewer resources and maximize their own outcomes
- Social value orientations: relatively stable personal dispositions that describe the preference for outcome distribution

Fuente: Utz, S., Muscanell, N., & Göritz, A. S. (2014). Give, match, or take: A new personality construct predicts r

Prosocial motives, behavior and impact

Prosocial motives

- **Definition:** the desire to benefit others or expend effort out of concern for others
- **Noteworthy feature:** distinct from purely altruistic (self-less) motives or instrumental (self-serving) motives and may involve both concern for others and concern for oneself
- **Example:** “I want to help others through my work”, “I get energized working on tasks that have the potential to benefit others”

Bolino, M. C., & Grant, A. M. (2016). The Bright Side of Being Prosocial at Work, and the Dark Side, Too: A Review and Agenda for Research on Other-Oriented Motives, Behavior, and Impact in Organizations. *The Academy of Management Annals*, 10(1), 599–670.

<http://doi.org/10.1080/19416520.2016.1153260>

Prosocial behavior

- **Definition:** actions that promote or protect the welfare of individuals, groups, or organizations
- **Noteworthy feature:** may be either role-prescribed (i.e. in-role behavior) or discretionary (i.e. extra-role behavior). May be rewarded or unrewarded. May be organizationally functional or dysfunctional
- **Example:** “I help others with heavy workloads”, “I share information I have with my colleagues”, “I break organizational rules if my coworkers need help with their duties”

Prosocial impact

- **Definition:** the experience of making a positive difference in the lives of others through one's work
- **Noteworthy feature:** similar to task significance, but focuses on the perception that one's actions are making a difference in others' lives
- **Example:** “I am aware of the ways in which my work is benefiting others”, “I feel that my work makes a positive difference in other people's lives”

Prosocial benefits

- **Individual level:** prosocial behavior can lead to long lasting well-being, happiness, and health
- **Organizational level:** employee satisfaction, productivity and retention



ADAM GRANT



Adam Grant ha sido reconocido como el profesor mejor evaluado de Wharton y uno de los pensadores internacionales más influyentes en el área de recursos humanos.

Autor del libro Give and Take, un New York Times Bestselling que ha sido traducido a más de 27 idiomas.

Adam obtuvo su Ph.D. y M.S. de la Universidad de Michigan en Psicología Internacional, completándolo en menos de tres años

Human resources profile

Takers

- Focused on themselves
- Personal interests are prioritized over other's needs
- Look to receive more than what they give
- Offer help strategically (benefits exceeding costs)

Givers

- Focused on others
- Pay more attention to what others may need from them
- Help when other's benefits exceed their own costs

Matchers

- Strive for a balance between giving and taking
- Operate under justice principle's
- Based their relationships in the interchange of favors

Source: INCAE. (2015). Nutrivida Case Study. Conference Empresarism and Philanthropy.

Considerations about **Givers**

- May be located at the bottom or top of the success stairway
 - Matchers may be in the middle
- They are not necessarily altruistic
- As ambitious as takers and matchers but their methods to accomplish success are different
- Reserve “giving” for out of work escenarios
 - Fear of judgment as weak or naive
 - Intense competition
- Unique approaches in their interactions in four areas: networking, collaboration, evaluation and influence

Source: INCAE. (2015). Nutrivida Case Study. Conference Empresarialism and Philanthropy.

Considerations about **Givers**

Networking

- Genuine concern for network members
- Generate long lasting value
- Wider and high quality network
- Connect easily with their weak and latent links

Collaboration

- Promote a safe environment fomenting innovation
- See independency as a source of strenght
- Take advantage of other's skills (more willingness to help)
- Develop activities that seek the best welfare of the group
- Empathetic

Source: INCAE. (2015). Nutrivida Case Study. Conference Empresarialism and Philanthropy.

Considerations about **Givers**

Evaluation

- Recognize potential
- Promote growth in others
- Seek passionate people with long lasting goals
- Less vulnerable to commitment scalation (less ego)

Influence

- Use inofensive communication (build prestige)
- Listen carefully and make questions (show interest)
- Look for advice (admit that others have superior knowledge, encourage others to take their perspective)
- Use trial talk (open to new ideas, do not sound imposing)

Source: INCAE. (2015). Nutrivida Case Study. Conference Empresarialism and Philanthropy.

Grant model

Concern for other's interest

| | | Low | High |
|---------------------------|------|------------------------|-----------------------------------|
| Concern for self-interest | Low | Apathetic | Selfless: self-sacrificing givers |
| | High | Selfish: Takers | Successful Givers |

Selfless

Give their time and energy, without taking into account own needs
Non-healthy approach in others, causing damage to themselves

Successful givers (otherists)

Focused on other's wellbeing, but also consider their own. Able to look for complex way to create win-win solutions

Giving and taking: human resources performance

- Givers: contribute without seeking anything in return
- Takers: try to serve their end guarding their expertise and time
- Examination based on 38 organization studies, representing 35 000 business found a robust link between employee giving and desirable business outcomes (University of Arizona)
- Givers need to distinguish generosity from timidity, availability and empathy
- *“A critical characteristic of successful givers is the ability to ask help from others”.*

Fuente: Grant, A. (2013, April 1). In the Company of Givers and Takers. Retrieved October 31, 2016, from <https://hbr.org/2013/04/in-the-company-of-givers-and-takers>

Different benefits to different people

- “Takers”: think about relationships as an exchange rather than a communal relationship may not receive the happiness effects
- Organizations should encourage giving prosocial behavior among selfish “takers” and to promote generosity tailoring individual motivations

Benefits for **individuals**

- Acts of kindness boosts both temporary mood and long lasting well being
- Giving has been linked to positive health behaviors, relational outcomes and reduced mortality. Counteracts some of the negative effects of stress. Activates regions of the brain associated with processing reward
- Showing care, building happiness, pride, and belonging (companionship) is associated with fewer depressive symptoms

Benefits for **individuals**

- Volunteer work enhances happiness, life satisfaction, self-esteem, sense of control over life, physical health, mitigates depression and enhances long term well-being
- Prosocial spending promotes happiness, which leads to more prosocial spending in a **positive feedback loop**

Benefits for **organizations**

- Global sense of reciprocity in organizations is associated with greater mental health and well-being across professional, marital, and other social relationships
- Giving increase job satisfaction and make teams more successful
- Cooperative behavior cascades in human social networks up to three degrees of separation

Fuente: Myslinski, Scott. (2014). "Giving, Takers, and Happiness: How Prosocial Motivation Relates to the Happiness Effects of Giving". Wharton Research Scholars Journal. Paper 113.
http://repository.upenn.edu/wharton_research_scholars/113

Benefits for **organizations**

- Social benefits: greater social approval by others, gratitude, and prosocial reciprocity
- Predict higher profitability, productivity, efficiency, customer satisfaction, along with lower costs and lower turnover rates according to a meta-analysis of 3500 businesses

Fuente: Myslinski, Scott. (2014). "Giving, Takers, and Happiness: How Prosocial Motivation Relates to the Happiness Effects of Giving". Wharton Research Scholars Journal. Paper 113.
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**Practical
recommendations for
the business leaders**
Tools to take decisions

- Try to avoid traps:
 - **Cloudy judgment:** lack of a logic and deep analysis
 - **Fly alone:** significant results require collaboration from stakeholders
 - **Low investment:** underestimate the investment or required expenses may affect results
 - **Superfluos expenses:** general resistance to invest in NGO's administration and believe that administrative expenses are not necessary
- Be willing to identify, support and sustain social entrepreneurs with innovative models to accomplish a “pattern-breaking social change”
- Take responsibility for achieving results (track and evaluate)
- Use all available resources

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