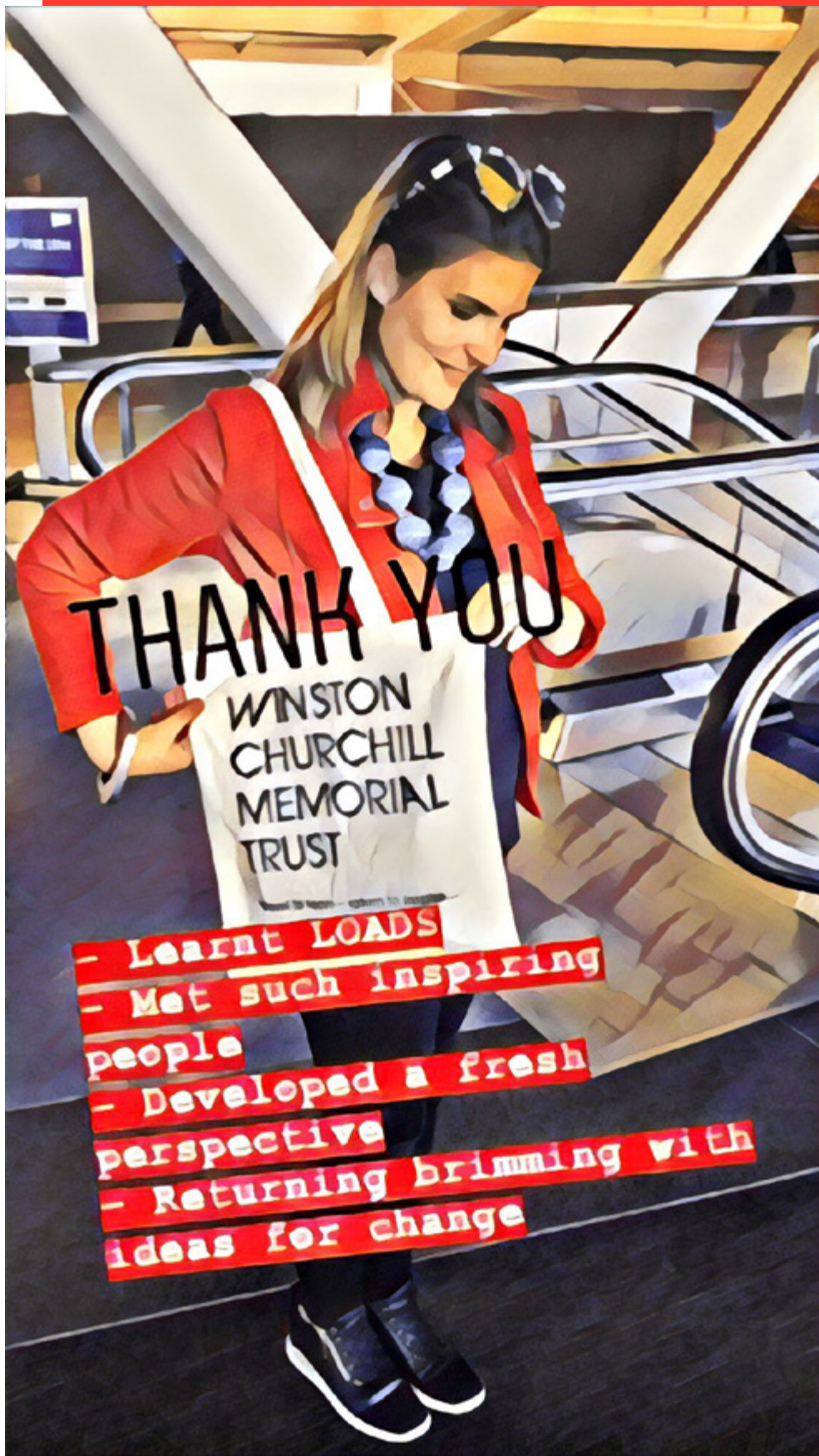


The background is a complex, abstract collage. It features various geometric shapes, including triangles, squares, and rectangles, in a palette of blue, red, yellow, and white. Interspersed among these shapes are large, stylized letters, some of which are cut out or layered, creating a sense of depth and movement. The overall composition is dense and visually stimulating.

# **PEOPLE, PROFIT AND PURPOSE:**

***A practical guide to what charities can learn  
from the world's most enterprising companies***





- Learnt LOADS
- Met such inspiring people
- Developed a fresh perspective
- Returning brimming with ideas for change

## ABOUT THE AUTHOR

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# OVERVIEW

## *Learning from the world's most enterprising companies*

### THE 'WHY'

The need for robust and effective social solutions has never been starker than it is today. British society is balancing over a widening gap; of wealth inequality<sup>1</sup>, postcode lotteries and of political consensus.

Effective charities could provide the bridge over that gap, but we're struggling with pace and innovation. We're struggling to build the bridge quick enough. It's not a question of talent or dedication – both of which the sector has in abundance – but one of productivity, agility and pace. It comes down to resource, both how much we have, and what we do with it. Put simply, society needs every pound to deliver maximum productivity and impact.

While society transforms at an ever-faster pace, charities have struggled to stay ahead of these challenges<sup>2</sup>. While we're working it out, the private sector has leapt forward, pouring time, energy and thinking into innovation (cultural, technological, and revenue-focused).

On the one hand, the need for business-like innovation and new operating models has

never been stronger. On the other, “business-like” is seen as a criticism of charities, rather than a desirable state. While there is a growing body of research on how to establish purpose in profit-making organisations, there is very little research into how charities can build an entrepreneurial and productive culture.

Those of us working in the charity sector know that there is no shortage of inspirational leaders, dedicated staff and imaginative solutions in the sector. There is however a lack of investment into staff. It's understandable; when there's a finite amount of money, when it's a choice between keeping the lights on and feeding a homeless person or staff training, then the obvious will always win. But what is the long-term impact of this short-term choice?

We're stuck, in the middle of the gap. We need new operating models to tackle the new social challenges, but they will only succeed if they are delivered by enterprising, motivated staff. New ways of working will fall flat without staff with the business skills to make them a success.

1. <https://www.inclusivegrowth.co.uk/oecd-press-release>

2. <https://tech-trust.org/key-findings-digital-charity-survey-2018/>

It's clear that happy, healthy staff do better work, deliver greater impact and support society better. My research has convinced me that those charity professionals that 'put their oxygen masks on first' will see the benefits in the quality of their work.

Building this organisational culture needs a roadmap - and UK charities are currently without one. This report has been written for my fellow charity leaders, and it's deliberately grounded in practical ideas that might help your organisation. I hope it acts as the initial roadmap to bridge the gap, to catalyse us into unlocking both the potential of staff and new funding streams. I hope that this project will underline the value of investing in people to drive better outcomes - both financial and social.

## THE 'HOW'

To understand how best to build an entrepreneurial culture, in the summer of 2018 I travelled to the United States of America, recognised as the home of some of the world's fastest-growing effective organisations.

Specifically, I focused on technology companies. I went into this research with open eyes; hardly a week goes past without a major technology company criticised publicly for poor workforce practices. Whether it's a lack of meaningful gender and racial diversity, distribution centre labour force exploitation or consumer privacy challenges, technology companies face significant challenges.

This research centred on growth and productivity. How has Facebook achieved global ubiquity in just 14 years? What cultural practices supported Google, founded in a garage 20 years ago, to become a \$740bn company today?

I visited New York, Nashville and San Francisco, and talked and met with some of the world's fastest growing and most effective technology companies to research how they drive productivity and cultures (including Google, Facebook, Netflix and Founders

Space San Francisco). To build cultural context and rigour into my research, I also met with US-based nonprofits with innovative models (including the Nashville Center for Nonprofit Management, Pencils of Promise, St Luke's Nashville and Dismas House), consultants with insight into local nonprofit and for-profit culture, and individual experts (including London and Partners and Bridgespan).

To make sure this work was grounded in UK reality, during August 2018 I surveyed 100 UK charity professionals (see Appendix 2). What I found was a sector delivering great results but starved of resources. It found that just half (56%) of charity staff think that they are fairly rewarded for their job. Just half (57%) believe that they have the tools and resources to be successful in their role. Only one in ten (10%) think that UK charities do enough to invest in and develop their people. That's not to say that all charity leaders already know this; 34% of staff say that employee happiness isn't measured.

Charities do not have the resources to compete with the pound for pound investment into people that large technology companies can. However, through qualitative interviews and quantitative online research, I sought to establish whether there were any lessons outside of direct remuneration which could be applied to the UK context.

## MY CONVERSATIONS EXAMINED:

- What lessons can social sector organisations learn from culturally strong, for-profit and nonprofit organisations?
- What practical performance measurement and accountability frameworks could be adapted by UK charities to drive an enterprising culture?
- How can UK charities build an entrepreneurial and high-performance organisational culture - particularly those with significant numbers of frontline staff?
- What financial and social return on investment is derived from an investment in culture?

# 56%

**OF UK CHARITY STAFF THINK  
THAT THEY ARE FAIRLY  
REWARDED FOR THEIR JOB<sup>3</sup>**



3. Survey of UK charity professionals, see Appendix 2



# EXECUTIVE SUMMARY

## The five key attributes of an entrepreneurial organisation

Before starting this research, I had one major concern. What if the answer to building an entrepreneurial culture came down to - simply - money?

Many of the organisations that I interviewed aren't average companies. In fact, they are extraordinary: market leading, well-resourced organisations that have poured millions into calibrating every process and product to be as successful as possible.

What, I worried, if they had built effective organisations through investment alone? What if technology companies have proliferated and built entrepreneurial cultures simply by paying multi-million dollar salaries, designing inspirational offices, supporting their people with free food and unlimited perks? It's a world away from what charities could (or should) offer. My research showed that only 4% of UK charity workers receive financial bonuses, and one in ten (9%) receive no benefits at all<sup>4</sup>.

What I found in the USA was very different. I found that the highest growth companies focus obsessively on their staff. The secret to their

success is not so secret - they concentrate on Human Resources basics and do them very, very well.

Their organisational goals are clear, success is clearly defined, talent is recognised, and leadership operates transparently.

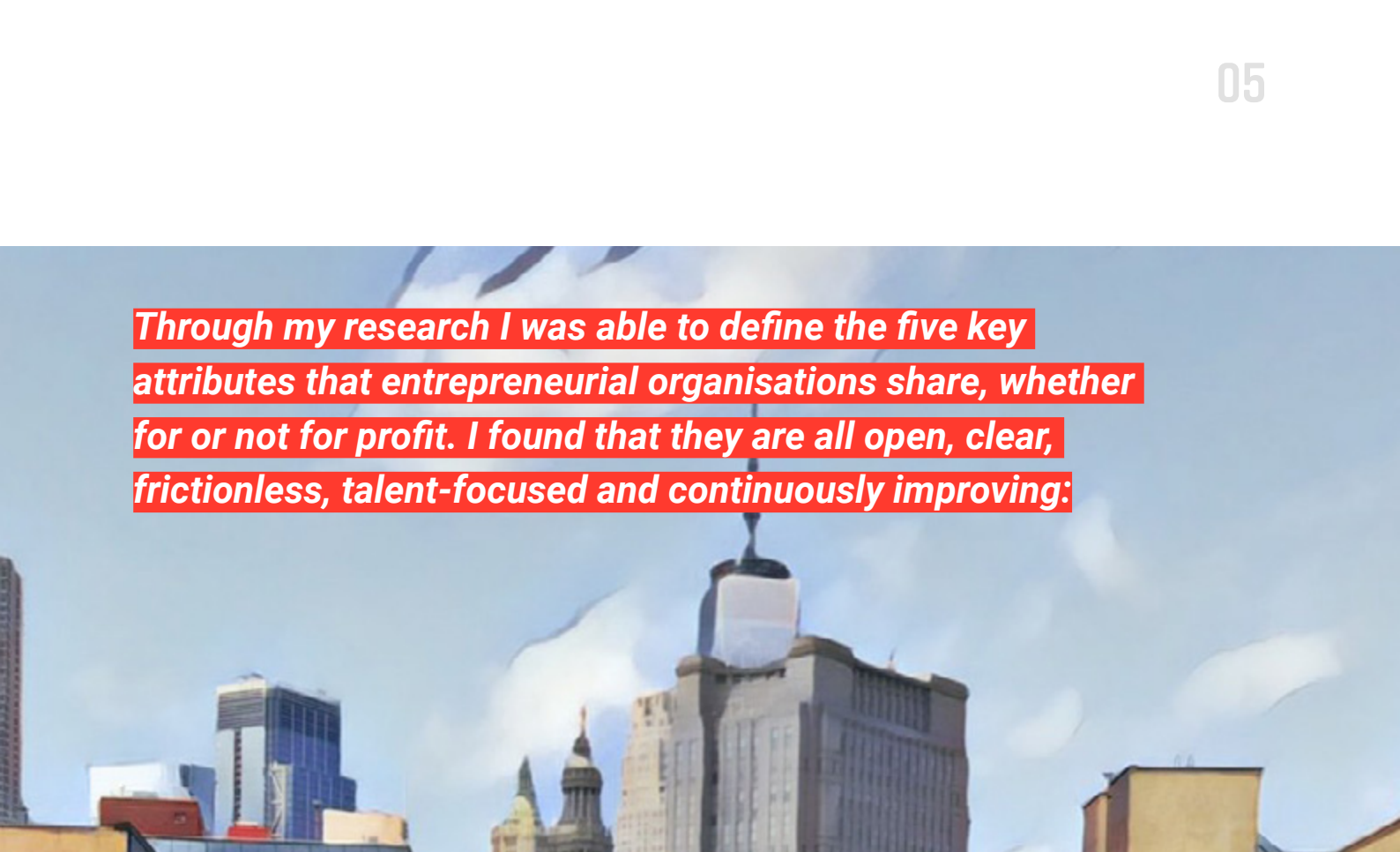
I learnt that culture isn't a list of core values, beanbag chairs and pizza Fridays. It is a by-product of your management model; how your people behave when no-one is looking.

I also found that money does not drive innovation. Some of the most thought-provoking meetings I held were with nonprofits. Not well resourced, not over capitalised - but thoughtful and thorough.

I learnt that entrepreneurial companies have clear mission statements and an actively developed internal sense of purpose (for Facebook it is *building stronger communities*, for Google, to *organise the world's information and make it universally accessible and useful*). I saw how purpose-filled employees are more likely to perform and stick around.

4. Survey of UK charity professionals, see Appendix 2





***Through my research I was able to define the five key attributes that entrepreneurial organisations share, whether for or not for profit. I found that they are all open, clear, frictionless, talent-focused and continuously improving:***

## **1. OPEN**

They transparently share the success, failure, challenges and opportunities facing their organisations with their staff. By being open about their situation, employees can adjust their behaviour to help the company succeed. Leadership is open to being challenged.

## **2. CLEAR**

They have a clear mission, and every staff member has clarity as to how they contribute to that mission.

## **3. FRICTIONLESS**

High-performance organisations make it easy for people to do their jobs, by removing the friction that might distract them; broken technology, bureaucracy, confusion over where responsibility lies. They make sure that people have the tools and resources to be able to achieve their targets and be successful in their role.

## **4. TALENT -FOCUSED**

The most effective organisations focus obsessively on talent; recruiting top performers, managing them effectively, and rewarding them appropriately.

## **5. CONTINUOUSLY IMPROVING**

Entrepreneurial organisations iterate daily to evolve and improve continuously. They see change as a constant state of delivery, not a time-limited phase that must be endured to reach a new fixed point or model.

This report drills down into how these five characteristics drive an organisation's entrepreneurialism. I hope that within the examples, charity leaders will find food for thought and replicable ideas that they could embed within their organisations to drive productivity and innovation. If you implement one step (or even better, all), I believe that you could significantly drive the productivity and impact of your charity.

# STEP 1

*Build an open  
organisation*

2.2 Billion

people are in the Facebook community

📍 NEW YORK

#PeoplePurposeProfit



Entrepreneurial organisations are open. They transparently share the successes, failures, challenges and opportunities of their organisations with their staff. By being open about their situation, staff members can adjust their behaviour to help the company succeed and are left engaged and motivated.

My research paints a mixed picture of how open UK charities currently are with their employees. Under half (45%) of professionals work in organisations where everyone has access to impact statistics. Half of UK employees (56%) work in organisations that make up to date income figures available to all colleagues, and just a quarter (26%) work in organisations where employee satisfaction statistics are shared.

## IN PRACTICE, HOW DO OPEN ORGANISATIONS ACT?

- I. They take an 'open by default' approach, where financial information, strategy and impact statistics are shared where possible with everyone in the organisation.
- II. By sharing live organisational KPIs, staff feel engaged in the broader goal and motivated to work together to hit it. Across the technology companies I interviewed, I found that there is not only access to critical organisational statistics, but there is also an expectation that people will use their knowledge of them to inform the way they act. This clarity has immediate positive benefits; Google has found that by showcasing rather than telling staff the need to cut costs, employees will naturally modify their behaviour to spend less money and find alternative options.
- III. At Facebook, staff are encouraged to "work out loud." Rather than working in a silo, they use collaborative tools to ensure that they share the products they are working on with a broader group during the development process. This approach encourages early 360\* feedback, and resultant iteration ends in a stronger outcome.
- IV. US nonprofit 'Pencils of Promise', takes this approach to transparency one step further. Not only are all staff expected to know impact statistics and financial status, as "anyone could be a donor," the organisation is transparent externally, hosting a real-time impact dashboard on its website (see case study, page 9).

## LEADERS ARE VISIBLE AND ACCESSIBLE TO ALL STAFF. THEY OPENLY CHALLENGE DECISIONS AND ENCOURAGE OTHERS TO QUESTION THEIR CHOICES.

I found strong examples of visible leadership across both the private and nonprofit space:

Facebook's CEO Mark Zuckerberg hosts a virtual 'Town Hall' every Friday, where he answers questions put to him by staff on Workplace (Facebook's internal social network for companies) that week. Employees submit their questions every Wednesday, and their colleagues use a voting function to choose the most pressing top five, which he always answers. This approach is working, with 99% of employees rating the Zuckerberg positively on Glassdoor<sup>4</sup>.

- V. St Luke's in Nashville is a vibrant nonprofit organisation, running programmes and outreach that help every member of its community access the resources they need. In recent years it has undergone a significant leadership change, and as a result of this has developed an 'Open Door' policy for all Directors. For example, it's against St Luke's policy for employees to complain about their role externally, or to those below them in the hierarchy, but they are actively encouraged to complain upwards. Employees can go to any Director with a question or concern, who will respond with an answer within a short timeframe.

4. [https://www.glassdoor.co.uk/Award/Top-CEOs-UK-LST\\_KQ0,11.htm](https://www.glassdoor.co.uk/Award/Top-CEOs-UK-LST_KQ0,11.htm)



***"If you don't tell the truth, people will still talk, but they will share misinformation. It's a leader's job to tell the truth, and take criticism with grace," states Penny Anderson, Chief Development Officer of St Luke's. "Even if you are telling me something negative, I'm grateful for your openness in telling me."***

This approach has significantly cut down on negative behaviour and created a culture of trust between employees and leadership.

- VI. Employees at open organisations are rewarded for questioning, debating and not accepting the status quo. To encourage this, entertainment company Netflix believes that leaders should end each statement by asking "does anyone have a different view?" Colleagues are encouraged to back their thoughts up with evidence and data, and to tackle unconscious bias by asking "how do you know that's true?"

- VII. Google takes the same data-driven approach to human resources (HR) as it does to its wider business, and has a whole data team focused on measuring HR data and metrics. It has tested various approaches to measuring employee engagement, and following analysis, now always asks staff to put their name to their feedback. Asking staff to share their thoughts anonymously gives the wrong message for an organisation building an open culture; that employees can only be honest when anonymous.



# HOW A US NONPROFIT MAKES IT WORK

## *Pencils of Promise, NYC*

"Being transparent with our people is a strategic decision for us," says Tanya Ramos Puig, Chief Executive Officer of Pencils of Promise (POP), an NYC based nonprofit that has built almost 500 schools and educated 100,000 current students globally.

Transparency is key to POP's successful model. POP is a high profile, millennial-focused nonprofit brand. It effectively uses social media and celebrity ambassadors to bring its educational cause to thousands of young, motivated donors. Evidence shows that younger donors are particularly concerned with transparency. They want clarity of who has their money, what they have spent it on, and what it has achieved. By making this information available through just a few smartphone clicks, POP quickly engages and converts donors to the cause.

### TRANSPARENCY OF FINANCIAL INFORMATION:

"The more detail that a POP employee has on our financial information and impact, the better ambassador they are for us," says Ramos Puig. "With the right information, everyone can be a fundraiser. We all must arm ourselves with information; how do you know when you will next run into someone who can support your cause?" The organisation's cash position and progress against revenue goals are shared weekly and at all-staff meetings.

### TRANSPARENCY OF IMPACT:

POP's website makes transparency a selling point: "We believe in sharing our results frequently and with complete transparency. This approach means our teams can adapt quickly to ensure the success of our work. Through comprehensive data and the voices of our communities, donors can see how we are keeping the promise to our students in Ghana, Guatemala and Laos." POP's impact data is democratically available to all, synced in real time through its data hub.

### TRANSPARENCY OF FUNDRAISING:

Nonprofits in the US face the same challenges as the UK when it comes to raising money for back office functions, and POP has a clear strategy to overcome this. "When you donate to POP online, 100% of your donation goes to frontline programming. However, foundations and individuals understand the need for human capital for the programming to happen, and so we're transparent that a proportion of their donation funds overhead. 20% of our fundraising effort comes from our annual gala, where everyone understands that goes directly to overhead."

[www.pencilsofpromise.org](http://www.pencilsofpromise.org)



# STEP 2

*Build a culture of  
clarity*



📍 MENLO PARK

#PeoplePurposeProfit



High-performance organisations have a culture of clarity. They have a clear mission, and every staff member has clarity as to how they contribute to that mission.

UK charities should excel at this. What other type of organisation must define their organisational mission when legally registering itself? Where we aren't doing so well is consistently determining how individuals help move the dial on that mission. Three quarters (76%) of professionals understand how their performance drives organisational social impact, with those working in micro charities significantly more likely to feel this (87%) than those in large charities (64%).

## CLARITY OF MISSION.

- I. The high-performance organisations I interviewed had very clear and specific missions, e.g. Facebook's is 'building stronger communities'. Staff members at all levels referenced the organisational mission, and how their particular job role supported that mission.
- II. Every mission has specific internal targets attached to it, cascaded throughout everyone's role. While those that I interviewed were circumspect about sharing sensitive internal information with me, they shared how the approach works. For example, an organisation's mission may be to improve literacy in deprived communities by 35% by 2020. Every department has specific monthly goals to achieve this. If improving literacy mandates reaching 46 new communities every month, then marketing might have a target to bring on 84 potential leads in new cities, product designers have a mandate to ship at least one new online update which led to 67% longer spent on literacy websites, human resources to recruit 20 new employees to manage the increase in workload.

## CLARITY OF EXPECTATION BETWEEN ORGANISATION AND EMPLOYEE, MANAGER AND TEAMS.

In high performing organisations, managers set clear individual and team targets and then give people freedom as to how they achieve them.

- I. Clear corporate targets and regular progress updates ensure all employees can see if the organisation is going to miss them, and can row together harder to achieve them in a timely fashion. (This isn't true across all UK charities – my research showed one in three employees have no defined personal goals which they discuss with their manager.)
- II. Google structures all of its targets as OKRs (Objectives and Key Results). The system involves setting an overarching goal (the Objective) and establishing three to five reachable parameters (Key Results) for a fixed period. An objective tells you where to go; key results show you how to get there.
- III. Google itself has organisational OKRs. Organisational OKRs are typically shared and graded annually and quarterly. At the start of the year, there is a company-wide meeting where leadership shares how well it has performed against the prior year's OKRs and announces the new annual and quarterly OKRs. The company meets quarterly to review grades and set new OKRs. At these company meetings, the owner for each OKR (usually the leader from the relevant team) explains the grade and any adjustments for the upcoming quarter.
- IV. Organisational OKRs inform division OKRs, which inform team OKRs, which subsequently feed into individual OKRs.
- V. OKRs inform teams on what's most important to the company and help them ruthlessly prioritise; anything not recorded in an OKR is not essential to the organisation. OKRs accelerate collaboration

across the organisation, by creating a shared vocabulary for talking about priorities.

- VI. Success against individual targets is translated into an employee 'score'. All employees are measured on precisely the same scale. This approach contrasts significantly with UK charities, where just a quarter of professionals understand how their performance is benchmarked alongside that of their peers (see Appendix 2).
  - VII. An employee's score is calculated from their performance against targets and 360\* feedback. At Facebook, all appraisals are 360 degrees, and to encourage cross organisational collaboration, employees must nominate two people outside of their department to provide commentary and contribute to their score. A low score is defined as 'does not meet expectations,' while a high score means 'redefines expectation.'
  - VIII. For example, if the score was out of 5, a '3' indicates that an employee needs additional support, while an individual scoring above 4.5 is high performing and given additional leadership training. Employees can choose whether they keep their score private or publish it:
- "I'm proud to say I got a 4.6!" or "I've found that I am a 3.75. I'm looking for further support from colleagues in developing X, Y and Z skills."***
- IX. Taking a relentlessly data-driven approach ensures fairness about pay, reward and promotion, by removing manager discretion. Two individuals, doing the same role, with the same score, will earn the same compensation.
  - X. Using one single scoring metric helps the organisation identify top performers

and those that need additional support while reinforcing the idea that everyone is working for the same mission.

## **A CLEAR UNDERSTANDING OF WHAT HAPPENS WHEN EMPLOYEES DO NOT MEET TARGETS.**

- I. Constant performance monitoring (both informally and through quarterly OKRs or reviews) ensures that if someone is not achieving what he or she needs to, there can be early and informal course correction.
- II. St Luke's Nashville has a 5 step process to support an employee that is not achieving their clear goal:
  - 1. A manager 'walks alongside' an employee, to show clear and close attention to their work and show that they care.
  - 2. The manager ensures that goals are clear and that the employee understands both the gap in expectations and how to fix it.
  - 3. The manager and employee begin 'goal correcting' together.
  - 4. A formal check-in on expectations.
  - 5. A second official check-in on expectations.
- III. If after this process is complete the employee still isn't performing, it's clear that the employee isn't right for the organisation and the organisation takes action.
- IV. Google and Netflix replicate this approach. They openly publish next steps for what happens when scores are low; first support, then additional training, and then dismissal.
- V. A high performing organisation swiftly removes individuals who don't perform to clear expectations or fit organisational culture. If the process isn't quick enough, a low performing colleague can destabilise

teams and lead to resentment. Conversely, employees appreciate the quick removal of low-performance colleagues, as it reinforces that they are working with ‘the best.’

- VI. Occasionally a high performing individual’s role will no longer fit the organisation’s mission. Rather than keep them within the organisation feeling untethered, or as a potential distraction, Netflix ensures that it spots this early and gives a generous redundancy package.

# 76%

**OF PROFESSIONALS  
UNDERSTAND HOW THEIR  
PERFORMANCE DRIVES  
ORGANISATIONAL SOCIAL  
IMPACT<sup>5</sup>**



5. Survey of UK charity professionals, see Appendix 2



# STEP 3

***Build a frictionless  
organisation***



📍 NEW YORK

#PeoplePurposeProfit

High-performance organisations are frictionless. This means that they make it easy for people to do their jobs, by removing the friction that might distract them; broken technology, bureaucracy, confusion around where responsibility lies. They make sure that people have the tools and resources to be able to achieve their targets and be successful in their role.

Resources (or a lack thereof) mean that many UK charity leaders expect their organisations to have some element of friction. However this has a direct impact on productivity: only a third (37%) of professionals say that they have the tools and resources that they need to be successful in their role.

## WHAT DOES A FRICTIONLESS ORGANISATION DO?

- I. Back office processes are designed to be user-friendly, and engage employees, rather than create more work for others. At Facebook, new employees receive an email before they join, where they select their preferred laptop and email address. The email address is created, and the computer is delivered for their first day.
- II. It is a manager's responsibility to ensure that everyone in their teams has the tools that they need to do their job. It is the company's responsibility to provide managers with access to these tools.
- III. Where possible, processes are automated. At Facebook, I saw hardware vending machines, stocked with chargers, headphones, office supplies. The machine makes it easy for employees to access the tools that they need immediately whilst not disrupting their work; rather than emailing a person and waiting for their response, employees swipe their ID card, and the cost is charged to their code.
- IV. Large technology organisations are perhaps best known culturally for their 'perks' - free food and drink, transport to and from home; even doctors and

hairdressers at Google's Mountain View HQ. My research found that these are not seen as employee perks by leadership, but rather the tools of a frictionless, productive organisation. If an employee has to walk out of the office and uses 15 minutes to get lunch, then that's half an hour away from the office. Similarly with doctors, hairdressers and dry cleaners; this is all life admin that creates friction in an employee's day to day life, and can be taken care of by the employer.



# 37%

OF PROFESSIONALS SAY  
THAT THEY HAVE THE  
TOOLS AND RESOURCES  
THAT THEY NEED TO BE  
SUCCESSFUL IN THEIR  
ROLE<sup>6</sup>

6. Survey of UK charity professionals, see Appendix 2



# STEP 4

***Build a talent-focused organisation***



📍 FACEBOOK HQ

#PeoplePurposeProfit



Competition for talent has never been higher, particularly within the charity space. Much has been made of younger workers focused on finding purpose-driven careers<sup>7</sup>. This doesn't automatically widen the employee pool for charities; conscious of this shift, profit-making organisations have repositioned themselves as mission-driven employers to attract and retain the best talent.

Alongside this, the length of time spent at a job is shortening. UK workers only spend on average five years with one company, with this number reducing proportionately with a decrease in age<sup>8</sup>. The message is clear; charities must have strong recruitment and retention plans in place if we are to attract the highest calibre of candidates. Sadly, this message isn't currently getting through. Just 30% of charity workers believe that they have the tools and systems in place to recruit and retain the best talent for their needs, and only 10% think that charities do enough to invest in their people.

**What does a talent-focused organisation do?**

## RECRUIT THE RIGHT PEOPLE, FIRST

***"It's way cheaper just to hire the right people in the first place."***

***Penny Anderson, Chief Development Officer, St Luke's Nashville***

- I. Entrepreneurial organisations focus on hiring top performers - even if the process takes time. At London and Partners, (the Mayor of London's promotional agency which works between the US and London), I learnt that candidates at technology companies average nine or ten interviews before being offered a role in the organisation.
- II. Google combined its recruitment and training budget and put 90% of it into recruitment. It would rather spend the time and get a 90th percentile performer (who on

a poor quarter might be a 70th percentile performer) than recruit a 60th percentile performer who needs significant training to hit the 70th percentile.

- III. Recruiting second-tier talent demotivates existing staff members, and leads to management and training burdens once they are in the role.
- IV. Recruitment is a rolling process, with talented candidates interviewed even when there isn't a specific opening for them.
- V. One successful way to recruit the right people (both skills and culture) is via the networks of high-performance employees. However, employees will only recommend their network to apply if they have confidence in their employer's recruitment approach. Twitter found that high performing individuals weren't recommending their network. Its recruitment process was so clunky that employees were embarrassed to put their friends through it. By focusing on improving the candidate experience, it grew its number of referrals.

## RECRUIT VIA COMMITTEE

- I. I found that on average, Human Resources (HR) specialists manage all recruitment, both to ensure wider organisational fit and to take the burden from managers. HR professionals headhunt candidates and gather speculative CVs to sift, before sending a shortlist to hiring managers.
- II. At many technology companies, anyone recommended by an existing employee is guaranteed an interview.
- III. Facebook, Google and Twitter don't allow staff to interview anyone for a role until they have had standardised interview training. During the training, they learn how to run an interview process the organisation's way, and how to record useful feedback.
- IV. Historically, Google was famous for its 'quirky' interview questions (e.g. how many

7. <https://www.london.edu/news-and-events/news/most-millennials-will-only-work-for-purpose-driven-firms-1431>

8. <https://www.benchmarkrecruit.co.uk/advice-resource-centre/why-people-change-jobs-more-often-now-than-ever/>

golf balls can fit in a school bus?) Analysis found these questions to be a distraction from effective scoring and recruitment. Today all interviewees use standardised and measurable questions provided to them by HR.

- V. High-performance organisations take the hiring decision away from the hiring manager. They recognise that the hiring manager is often desperate to get someone into that job and encourage hiring by committee so that the decision is sense checked. A panel of cross organisational stakeholders makes the final decision on any role.

## DELIVER A "CULTURAL SHEEP DIP"

- I. High-performance organisations understand that while an employee's experience starts with them the second that they apply, the first month of an employee's role is crucial to establishing patterns of working. They prioritise the induction of new employees.
- II. Effective induction ensures that new employees understand the cultural expectations of their employer and that they can jump right into their new role, without slowing others around them down.
- III. Talent focused organisations give a 'cultural sheep dip' to newcomers, with a specific intranet for them to access after signing contracts and an offsite, cross organisational introduction to the organisation. Employee start dates are agreed dependent on the next induction training, to ensure that induction takes place ahead of the role beginning.
- IV. New Facebook recruits have access to a 'people portal' before they join, where they can access essential information about their employment and employer. Before they start, a Facebook-branded t-shirt and a signed postcard are delivered to their home address, welcoming them to their new team.

## CODIFY AND MEASURE MANAGEMENT, OBSESSIVELY

**"I would like to elevate the importance of providing support for managers to be great managers and supervisors. In a sector where hiring is often constrained, it is widespread for strong individual performers to be promoted to supervisory roles without having had specific training in how best to supervise, manage, motivate and develop colleagues. Our experience at any job is heavily influenced by the quality of our relationship with our immediate supervisor (to say nothing of the impact on quality of performance and outcomes achieved), and training, observing, coaching and intervening to improve the quality of the supervisory experience is a high-leverage point."**

**Leslie MacKrell, Bridgespan**

- I. My UK study (see Appendix 2) showed the patchy nature of management across charities. A quarter of professionals (28%) don't have regular appraisals with their manager to understand their performance, and a third (34%) don't have clear goals discussed regularly with their manager.
- II. Talent focused organisations focus obsessively on the science of management. They have spent the time codifying what good management looks like for them. They ensure that all managers actively want to be managers. They train them expertly in their practice, regularly benchmarking them on their management skills. They build the

supporting tools (appraisal frameworks, supervision guidance and manager training) that make it hard to be a poor manager.

## **RECRUIT MANAGERS WHO WANT TO MANAGE, AND KEEP FRONTLINE TALENT FRONTLINE.**

- I. Many traditional organisations provide one route to progression; upwards through management, and away from the shop floor. That's certainly true in many UK charities; half (47%) of people agree that the only way to get a pay rise in their organisation is through promotion.
- II. This approach creates a challenging dichotomy. Why reward people for being great at their frontline roles, by taking them away from the job itself? This stands true whether you're describing social workers, or in the case of technology companies, developers and engineers.
- III. At the same time, a brilliant frontline talent may not want to (and may not be suited to) management. The skills to be an effective manager can be very different from those needed to shine on the frontline. Organisations that make upwards progression into management the only development route create two risks. First, that they create poor managers, and second they will lose their best frontline talent to other organisations able to develop them differently.
- IV. To address this, the high-performance organisations that I met with have devised dual development tracks – one into management, and one for people to progress (in seniority and financially) as a frontline worker.
- V. The tech firms I visited had two different development tracks, one into management, and one to continue as an 'individual contributor.' Individual contributors who wish to remain frontline can progress in seniority and salary by working on more challenging projects, contributing to

broader company training and appraising other contributors.

## **MAKE IT HARD TO BE A BAD MANAGER**

- I. Talent focused organisations recognise that being a manager is a learnt skill and that employees need significant training to be able to both do it well, and do it in the way that the company wants it.
- II. Managers spend several weeks at a time on management courses, and they are expected to attend refresher and new training regularly as a critical element of their role.
- III. They have a strongly codified approach to management. They specify every element of the management cycle (how to recruit/ how to manage/ how to motivate/ how to performance manage/ how to develop/ how to reward). This systematic approach not only gives confidence to new managers ("follow the guidance, it's tried and tested"), but it also creates a united culture of management within the organisation. For a fast moving company which encourages employees to make internal moves, it means whatever country, discipline or role an employee moves to, they will experience the same standardised management approach.
- IV. Management training materials are available to all employees so that they understand what they can expect from their managers.
- V. Managers are measured and rewarded on how effective a manager they are. A manager is not expected to do frontline work, but work exclusively on managing the rest of the team and helping them achieve their targets.

## **IDENTIFY YOUR STAR PERFORMERS, AND MAKE HEROES OF THEM**

- I. High performing staff are more valuable to your organisation than low performing staff.



That's an uncomfortable truth, particularly in the charitable world. Charity leaders have a moral responsibility to drive the most significant impact for their cause, and to do that we need the best-equipped people around us.

- II. Talent focused organisations understand the value of recognising and publicly valuing star performers. They set aside specific bonus pots to reward those who were adding more value to the organisation.
- III. They give salary reviews and bonuses according to a clear, data-driven framework, again removing manager discretion and bias. At Facebook, salary reviews are undertaken once a year. Any increase is based on an individual's previous two performance reviews. I heard other examples; at one company review site, if someone outperforms targets by 5%, they get a 5% salary bonus. If they exceed them by 20%, then they get a 20% salary bonus.
- IV. Just a third of UK charity workers currently have this clarity, with only 38% believing that it will be recognised if they perform above expectations.

## REWARDS DON'T HAVE TO BE EXPENSIVE

- I. Google found that the positive effects of rewards (increased happiness, retention of high performing staff) lasted significantly longer if a) the reward is shared amongst a team, and b) an experience is offered rather than a financial bonus.
- II. Recognition can be as valuable. Google offices have a physical "wall of happy" where employees share their positive experiences and give others "big ups." Facebook uses its Workplace (internal social network) to share when colleagues have supported them or outperformed in this role. One Facebook colleague told me that in his first week, a senior global Facebook leader "liked" his Workplace post; he'd never forgotten it how it made him feel.

## KEEP HIGH PERFORMING PEOPLE IN THE ORGANISATION

- I. Organisations on a constant growth trajectory must recruit and retain great talent constantly to keep up momentum.
- II. Talent focused organisations heavily endorse internal movement, and encourage their people to move from team to team. They focus on keeping high performing people within their organisation, rather than keeping them in specific roles.
- III. Managers are encouraged to have open and honest conversations with employees about their long-term ambitions within the organisation and create a personal development plan with them to get them there.
- IV. At Facebook, managers are expected to help their people develop a personal development plan, which could openly be about moving to other parts of the organisation. Questions are asked of a manager if an employee remains in a job for too long. This approach contrasts with UK charities, where under half (42%) of staff say that they have a personal development plan which is regularly reviewed.
- V. Managers are incentivised to keep high performing people in the organisation, rather than in their team. They recognise that it is better to keep talented people in the organisation than it is for them to leave to go to a competitor because they feel stifled.
- VI. Managers are never left at a disadvantage by encouraging their team to move elsewhere in the organisation. They trust that their effective recruitment teams will ensure that someone else talented (external or internal) will fill the role.

# 47%

OF PEOPLE AGREE  
THAT THE ONLY WAY  
TO GET A PAY RISE IN  
THEIR ORGANISATION IS  
THROUGH PROMOTION<sup>9</sup>



9. Survey of UK charity professionals, see Appendix 2



# STEP 5

*Build a culture  
of continuous  
improvement*



📍 THE HIGHLINE, NYC

#PeoplePurposeProfit



Entrepreneurial organisations see change as a constant state of delivery, not a time-limited phase that must be endured to reach a new fixed point or model. They build a culture of continuous improvement; iterating daily to evolve continually.

One of the most striking differences between fast-moving technology companies and UK charities was the noticeable pace of change, and how employees view change. Unlike in some organisations (“we’re at point A, we need to get to point B. Let’s put in place a change process, when we get to point B everything will be wonderful”), high-performance organisations actively expect everything to be always moving and improving. Change is their delivery model.

## WHAT DOES A CONTINUOUSLY IMPROVING ORGANISATION DO?

- I. Entrepreneurial organisations recognise that if things aren’t changing, then they aren’t innovating, and if they aren’t innovating, then they will lose customers, market share, and value. This challenge is starker in the technology space than in others, littered as it is by high profile, formerly great organisations which failed to innovate; MySpace, Friends Reunited, Yahoo.
- II. Organisations fuel a culture of continuous improvement by recruiting and training people who are excited by the idea of constant iteration and change. By building a strong and stable base of management processes (see page 18), they free people up to be more comfortable with constant iteration and change. Employees know and trust that the basics will be taken care of, leaving them more open to the possibilities of change.
- III. High-performance organisations build office environments which reflect this fast-paced environment and foster the output they want to see. Every technology office I visited was designed to encourage collaboration and creative thinking, through the clever use of space to create areas for conversations. At Facebook, I noticed that on the ceiling the pipework was exposed. “Go to any Facebook office in the world, and you’ll see the same” I was told, “it’s to remind us we’re only 1% built.”

## ‘RADICAL CANDOUR’, AND A CONSTANT FEEDBACK LOOP

- I. Continuously improving organisations expect all staff to share useful and specific feedback every day.
- II. Regular reflective ‘wash ups’ with individuals and teams are designed to drive daily incremental improvement with 360\* reviews ensuring that new ideas can come from anywhere in the team.
- III. All organisations considered the sharing of failure and what they could improve as crucial as sharing success. A culture of sharing failure ensures that the organisation doesn’t replicate mistakes. They reward employees for sharing failure, and recognise failure as the bedrock of innovation.
- IV. I came across the ‘Radical candour’ approach at four separate organisations. ‘Radical candour’ (at Netflix it’s called “radical honesty,” Google “radical candour,” Facebook it’s “crucial conversations”, at a nonprofit organisation it was called “total truths.”) is a culture of consistent frank feedback, given directly from a place of kindness.

All staff are trained in working in a culture of ‘radical candour’ – individuals and teams are encouraged to give immediate, specific feedback to one another, to speak freely around issues that drive or block impact. Employees are trained (in some places for as long as a week) in how to have these conversations and are expected to give positive and negative feedback daily. Their training ensures that employees give

feedback in a way that directly links to the organisation's mission and targets. Training also ensures that feedback is received in the spirit it is intended, rather than defensively.

### **TAKING RISKS FOSTERS INNOVATION (EVEN WHEN THE RISKS DON'T COME OFF).**

- I. Staff are rewarded for taking measured risks and trying new things, no matter what the result.
- II. A Facebook mantra is "the best way to complain is to make things". All employees are expected to try new things out to solve the issues that they face, and questions are asked if people complain without innovating to address the problem.
- III. Continuously improving organisations don't spend significant money on external strategy consultants. Instead, they recruit employees to solve productivity challenges. Google introduced 'bureaucracy busters,' regular sessions where staff go online and brainstorm ideas to reduce organisational red tape, with the best ideas implemented. In my previous role, Metro Bank introduced the idea of 'No Stupid Bank Rules', with staff and customers incentivised to hunt rules that were bureaucratic rather than effective.

### **TRAINED BY THE BEST INTERNAL TALENT**

- I. Entrepreneurial organisations make the best of internal talent. Every large organisation that I visited had designed an internal university or training academy.
- II. Rather than just specialist trainers, high performing staff designed and delivered training modules, as a development opportunity.

# **HOW A US NONPROFIT MAKES IT WORK**

## ***The Center for Nonprofit Management, Nashville***



Nashville has a thriving nonprofit industry, with millions of dollars raised and spent on philanthropic activities every year. The Center for Nonprofit Management (CNM) was set up to build nonprofit capacity, to make nonprofits as effective and impact led as possible. Its mission is to amplify the impact of nonprofits and their partners. Today, CNM builds nonprofit capacity through consulting services, educational workshops and training, networking and events.

I met with Tari Hughes, President and CEO of CNM. Tari has been involved with CNM for some time in different roles; initially as an attendee, then a board member, and now as CEO. Hughes talked me through the way that Nashville's nonprofits are building in number and strength.

A key focus of the organisation is Collective Impact, both development of a local collective impact culture and training. Its Collective Impact Catalyst identifies a local need (i.e. raising literacy in young children) stokes the fires of collaboration between nonprofits and their partners through training and events, and then creates the conditions in which this collaboration can lead to innovation. When funders are prescriptive about what and how they will fund, nonprofits are bound to deliver in a way that suits the donor. CNM's collective impact work encourages funders to focus on outcomes, driving nonprofits to collaborate, focus on problem-solving, and to have the space to be more entrepreneurial in their thinking.

Hughes believes that nonprofits are most effective when they are set up to focus on their mission over their size, governance and structure. "There is still some education to do with nonprofits who ask why we're working with government, why we're working with business. Sometimes, they are thinking too small. They are not thinking about the problem we're trying to solve. We should all be working so that we're all out of a job."

It's clear that US nonprofits are asking themselves the same questions as UK charities. Hughes says: "We're seeing a trend of leaders thinking about the culture of their organisations. Even though we're named 'nonprofits,' we are businesses, and I want us and others to think of ourselves as businesses. If we do that, we will make decisions that are smarter and have more impact. It also means that we need to compensate our people fairly. Today, if you look around a nonprofit, you'll see mostly women, and most employees would qualify for low-income loans. Our people get compassion fatigue; we need to look after ourselves. We need to pay decently, help our people with financial wellness, to retain the best and the brightest."

Through our inspiring conversation, it became clear that progression for nonprofits in Nashville will come through creative partnerships, particularly with business. She talked about how nonprofits can benefit from relationships with industry, beyond a straightforward donation. "The relationship is a two-way street," she said. "It's not philanthropy, for the most part. It's a strategic investment. We have a huge opportunity to work with businesses to help train their people how to serve on boards, how to fit into their communities, how to be the best possible citizens. Then we have people who know how to serve on boards, and our nonprofits have motivated, trained individuals on their boards who are ready to invest in their communities."



# CONCLUSION

***What can UK charities learn from the world's most entrepreneurial organisations? As it turns out, a lot.***



That's not to say that the practices I've outlined above; the cut and dry approach to people management, the drive to push productivity in every area, don't have inherent challenges. I found that when 'business-like' is taken to mean 'the business wins at all costs' that we stray into challenging territory, territory that it's incumbent upon us as charity leaders to avoid.

How leaders interpret "success" ultimately depends on the motivation of the organisation, and in the private sector the strongest motive is often money. A private sector organisation may genuinely be motivated by building more connected communities, by democratising information, but ultimately all of its critical corporate decisions will be influenced by shareholders, stock price and financial stability. Any CEO facing down the barrel of their next quarterly report will be asking themselves 'how can I do better? How can I do more? How can I make more?' The answer for tech companies has been in optimising their people - as you would a machine or a process - to be more productive, to stay in the office 24/7, to work and work and work for your company.

This approach has led to enormous challenges for tech companies. Creating a hyper-competitive, long hours culture has led to the hegemony of young, single, male employees, leading to equality and diversity challenges. Building offices like fortresses, a "conveyor belt" of campus talent - young people who go straight from one College campus, directly to the campuses of the large tech companies leads to a dearth of real-world experience, and knowledge of social issues. That, in turn, leads to weaker product design, and a lack of



**"THE FIRST STEP OF THE PROCESS IS WITH SELF-REFLECTION AND A RECOGNITION AS TO WHERE YOUR CHARITY IS TODAY."**

understanding as to how a product could be corrupted or used nefariously. Diversity isn't simply a fashionable phrase. True diversity - of thought, of background, of race, of gender, of experience - supports organisations to deliver their mission more effectively. Put simply, if employees understand more about the world and how diverse audiences operate, their products work for a wider range of audiences. Inherent bias can be trained against, but the most effective way to tackle inherent bias is to recruit a diverse team in the first place.

I started this project thinking that there was a disconnect between the approach of the average American company to its employees (unpaid sick leave, minimal maternity pay, lack of a paid notice period) - and the way that sizeable entrepreneurial tech companies treated their people - (perks, cafes, significant rewards).

After a full inspection, I found that there is no disconnect at all. Large tech companies have simply optimised the "employee experience" using their data and experience to force productivity into hyper-drive. Staying in the office because your breakfast, lunch, dinner and doctor are provided isn't a perk, it's a

tactic to chain you to the company. Companies offering to freeze their female employee's eggs isn't a perk, it's a move to limit the number of valuable employees going on maternity leave. Offering unlimited holiday days isn't a perk when the data shows that this leads to employees taking off even less than before.

With this in mind, there is still much charities can learn from the processes that they've put in place. Much of the deep analysis carried out by the technology companies on employee productivity can directly translate to a charity setting, and be used judiciously by charity leaders to drive impact where it is most needed.

Speaking directly to charity leaders, these are the critical lessons learnt from technology companies that can be applied to ensure your charity is effective:

- Understand your mission, and systematically build all of your HR processes around helping you to deliver that mission. Too many charities hold grandiose and flabby mission statements; drill down into it until every colleague knows precisely what your ambition and aim is, and can quantify it.

- Culture is set at the top and cemented by the top. As a leader, you need to be open, accessible and accountable to your staff.
- Your staff are the most important thing that your organisation has. Put them at the heart of all of your decision making. Share company information, good and bad with them and they will repay your trust with theirs. Share information and what you learn outside of your organisation, too; we have a moral responsibility to help other organisations from making the mistakes we've made.
- A culture of transparency and openness breeds better decision making, at every level of the organisation. Research has shown that donors and stakeholders prefer clarity and honest communications.
- Set simple, measurable targets for all staff. Don't move the goal posts, and don't assume you know everything about a person's performance; build a function that allows all levels to feedback on performance.
- Do all that you can to make it easy for people to do their jobs. When you're watching every penny, hiring an office administrator might seem an unnecessary expense. However, this administrator means that fundraisers can focus solely on bringing in income, and that frontline workers can focus on high-quality delivery, rather than on office management.
- Consider ways to make sure that your best performing frontline staff can stay on the frontline, while ensuring you still give them opportunities for growth and increased awards.
- Recognise that as a manager and leader it is far easier to let poor performance go than tackle it openly and fairly. The staff member in question and the broader team around them will thank you for it. As charities we can rely too much on being the "good guys" - it is far fairer, in the long run, to recognise when people aren't delivering.

Becoming the organisation described in the points above is difficult, and my research showed that many charities are far from being able to describe themselves as entrepreneurial. The first step of the process is with self-reflection and a recognition as to where your charity is today.

To kick start the journey, I have developed a list of 14 critical questions for UK charity leaders, to help them ensure that their people are in the right shape to take on new models or new approaches.



## 14 KEY QUESTIONS FOR UK CHARITY LEADERS:

1. Do you share corporate information (financial, impact) by default with your teams? How could you be more open?
2. Are senior leaders open to challenge by your employees? Do employees understand how and why you make decisions that relate to their organisation?
3. Do all of your employees understand your organisational mission, and do their targets relate directly to that mission?
4. Do you have a clear set of metrics that you measure all employees against, with known rewards and outcomes if targets are hit or missed?
5. Do you move quickly enough to course correct or remove employees that undermine your ability to deliver your mission?
6. Do you celebrate change and train your colleagues to see change as “business as usual” for a fast moving, relevant organisation?
7. How much of your employee’s time is spent delivering work not linked to their role? How many more fundraising applications could your development manager write if they weren’t ordering IT equipment?
8. Do you foster an environment where employees are encouraged to share feedback and failure openly, without fear of criticism or reprisal?
9. Do you use the skills of your employees to share best practice and train each other?
10. Are you giving your employees space and permission to solve organisational challenges before going to external consultants?
11. Are your managers regularly meeting with interested and talented people, even when you don’t have a specific role for them?
12. Are your managers trained in what your organisation considers to be effective management? Do you measure how effective they are at managing?
13. What development path do you offer your frontline talent, to keep them on the frontline?
14. Do you give each employee a comprehensive induction, and time for them to bed into your organisation before you expect them to deliver and represent you?

These questions have been designed to spark a discussion and evaluation of the culture within individual charities, and help leaders understand whether they are doing all that they can do to achieve their mission. By developing open, clear, frictionless, talent focused and continuously improving charities, we’ll drive more social impact. By focusing internally for once, rather than externally, by putting our oxygen masks on first, we’ll ultimately do more good for those who need it most.

# APPENDIX 1

## Cultural context: the USA

For this research, I deliberately travelled to three cities with distinct regional identities; New York, Nashville and San Francisco. New York, where I began my trip, felt the most similar to London; noisy, friendly, neighbourhoods closely packed into one another, restaurants and housing and apartments and shops all tumbled into one throbbing city. Nashville was surprising to me: Tennessee is a green and beautiful landscape, but downtown Nashville was a clattering mix of skyscrapers, building sites and strip lit country music bars. San Francisco was a discordant place. Was it the city of 1970s hippy love, a modern-day tech utopia, or a city so overcome with the numbers of homeless people living on its streets, that it no longer even saw them?

Through my Fellowship research and personal travel, I found America to be a country of profound contradictions.

### EMPLOYEE ENGAGEMENT VS MINIMAL EMPLOYEE RIGHTS

On the one hand, the progressive companies that I met are breaking the mould and leading the way globally in thinking about employee engagement. On the other, the average American worker receives ten days of paid holiday per year. Almost a quarter (23%) of Americans have no paid vacations and no paid holidays<sup>10</sup>. America is one of the few developed industrial nations that does not guarantee paid sick leave by law. The US is one of only three countries left in the world that do not guarantee paid maternity leave. (The others are Papua New Guinea and Oman)<sup>11</sup>.

### POLITICAL DIVISION

I found the country to be deeply politically divided. In New York and San Francisco, I talked to many people angry at the current administration, concerned about the impact of Donald Trump's actions on America's world standing. Businesses were feeling the impact of Trump's policies on being able to recruit talented people from India and the Middle East. In Nashville, Tennessee, it couldn't have been more different. While some charity leaders I met were quick to separate their views from Trump, television adverts, bumper stickers and local media celebrated his attempts to halt immigration and posters in shop window encouraged the building of a wall between the USA and Mexico. A local singer stopped a concert I was at to pledge allegiance to the flag and urged the audience to "drain the swamp" - unthinkable in New York.

### A CULTURE OF HOSPITALITY - WITHIN VERY NARROW PARAMETERS

Nashville was, unquestioningly, one of the friendliest places I've ever visited. Strangers would approach me just to hear a British accent, the hospitality was top rate, and everyone was smiling. This charming Southern hospitality went hand in hand with prominent Christian religiosity, high levels of church attendance and tithed giving. I was however painfully aware that this welcome was conditional on my being a white, British female. The only people of colour that I met in Nashville were waiting tables or standing in line at the food bank. The television blasted political adverts focused on "securing Tennessee's traditions by limiting immigration."

10. <https://gusto.com/framework/health-benefits/paid-vacation-time-how-do-you-stack-up/>

11. <https://www.techrepublic.com/article/10-things-you-need-to-know-about-maternity-leave-in-the-us/>



Philanthropy as 'virtue signalling', rather than purely to achieve social change.

Americans are undoubtedly generous and giving people. Households in the US give significantly more (5x) of their household income to charity than the UK. Despite this, I heard in Nashville that citizens were being drug tested before being approved for welfare support for food costs. I saw more homeless people in one square mile of San Francisco than in a week's travel around London. Those people talked to me of a system rigged against those in challenging circumstances; healthcare only accessible through expensive private medical insurance (often predicated on a job) and spiralling housing costs. Many of the institutions that in the UK are primarily institutionally funded and run - education, religious outreach, hospitals,

libraries, even political parties - are run as nonprofit institutions in the U.S, with powerful and sophisticated fundraising departments. The American tradition of philanthropy centres on celebrating givers in a way we don't see in the UK. Much giving was driven by personal recognition: It was rare to walk through a garden, a doorway, or even drive down a highway without seeing the donor who had "made this gift possible" immortalised in concrete.



# APPENDIX 2

## UK charity culture survey

In August 2018 I designed a survey to better understand the current charity culture landscape. This online survey aggregated evidence from 102 current charity professionals, with respondents recruited via social media and online advertising.

The respondents work across the UK in charities of various sizes. 14% worked in micro-sized charities (with 10 or fewer employees) 35% worked in small charities (11-50 employees) 40% in medium-sized charities (51-250 employees) and 31% in large charities (over 250 employees).

The full results of the survey are below and referenced throughout the report.

# 31%

**OF REpondENTS WORK IN  
LARGE CHARITIES (OVER  
250 EMPLOYEES) ACROSS  
THE UK**

### 1. DOES YOUR ORGANISATION MEASURE ITS LEVELS OF EMPLOYEE ENGAGEMENT AND SATISFACTION? (PLEASE TICK ALL THAT APPLY)

Yes, through an employee engagement survey	52.00%
Yes, through exit interviews	46.00%
Yes, through the formal appraisal process	44.00%
Yes, by tracking staff attrition and cost of recruitment	8.00%
Yes, by encouraging colleagues to use online forums like Glassdoor	2.00%
Yes, only informally	12.00%
No, this information isn't collected	18.00%
Don't know	4.00%
Yes, in another way (please specify)	4.00%

## 2. WHAT BENEFITS OR WORKING PRACTICES DOES YOUR ORGANISATION OFFER TO EMPLOYEES? (PLEASE TICK ALL THAT APPLY)

Flexible working/ working from home	80.00%
Training and development packages	47.00%
Additional time off between Christmas and New Year	43.00%
Maternity/ paternity/ adoption pay beyond statutory minimum	30.00%
Ability to travel with work	27.00%
Free food and drink in the workplace	24.00%
Free mobile phone or technology	21.00%
Health/ life insurance	13.00%
Ability to bring pets into the workplace	13.00%
Support for employee-led groups, e.g. LGBTQ peer support groups	10.00%
Time to spend on your own projects during work hours	9.00%
We're a charity, we can't offer benefits	9.00%
Time off on your birthday	7.00%
Financial bonuses	4.00%
Gym membership	4.00%
Company car	3.00%
Unlimited holiday	2.00%
Free childcare	2.00%

**3. I'M TRYING TO UNDERSTAND HOW TRANSPARENT CHARITIES ARE WITH THEIR BUSINESS-CRITICAL INFORMATION AT ALL LEVELS OF THE ORGANISATION. PLEASE TICK THE INFORMATION MADE AVAILABLE TO ALL COLLEAGUES:**

Up to date income figures	56.00%
Wage bill	17.00%
Current cash in the bank	26.00%
Employee engagement ratings	26.00%
Impact statistics	45.00%
No, these are only available at more senior levels	29.00%
Don't know	5.00%

**4. HOW DOES YOUR ORGANISATION MEASURE PERSONAL PERFORMANCE AND IMPACT? (PLEASE TICK ALL THAT YOU AGREE WITH)**

	AGREE	DISAGREE	DON'T KNOW
I have clear and measurable personal goals which I discuss regularly with my manager	65.66%	34.34%	0.00%
I understand directly how my personal performance impacts on the social impact of my organisation	76.00%	19.00%	5.00%
I have regular appraisals with my manager to understand what I'm doing well and could improve	71.72%	28.28%	0.00%
I understand how my performance is benchmarked with that of my peers	25.25%	63.64%	11.11%
I know that if I perform above expectations that it will be recognised	50.51%	38.38%	11.11%



## 5. WHICH OF THE BELOW DO YOU AGREE WITH?

	AGREE	DISAGREE	DON'T KNOW
I have a clear personal development plan which is regularly reviewed with my manager	42.86%	53.06%	4.08%
I am fairly rewarded for my work	55.56%	38.38%	6.06%
My organisation is a good place to work	74.00%	17.00%	9.00%
We have the tools and systems in place to ensure that we recruit and retain the best talent for our needs	30.30%	61.62%	8.08%
I have the tools and resources I need to be able to be successful in my job	57.58%	37.37%	5.05%
I feel that I can bring my whole self to work	71.72%	25.25%	3.03%
The only way to get a pay rise is to be promoted	46.94%	44.90%	8.16%
UK charities do enough to invest in and develop their people	10.10%	70.71%	19.19%
Charity income should be spent on the frontline cause, not on charity workers	9.00%	82.00%	9.00%

