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DRIVING THE CHANGE: GLOBAL TALENT MANAGEMENT FOR EFFECTIVE PHILANTHROPY

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TABLE OF CONTENTS

5	Summary
7	INTRODUCTION Courage and Philanthropy: A Contradiction in Terms?
9	PROFILE Andrés Thompson: “I think I’ve played a role in advancing philanthropy in Latin America”
11	FELLOWS’ VIEWS Perceptions of Philanthropy
12	INTERVIEW Wangsheng Li: “One of the most distinct assets of philanthropic institutions is its people”
14	RECOMMENDATIONS Organizational Culture and Trust: Building a Culture of Co-Ownership at All Levels
17	RECOMMENDATIONS Talent Attraction, Development and Retention
18	INTERVIEW Samantha Gilbert: “Organizations are only effective with highly talented and engaged people – at all levels”
20	CONCLUSION Next Steps
22	Appendix

SUMMARY

In a period of mistrust of our institutions and crisis in our governance and corporate systems, the philanthropic sector is playing an important role in bridging divides, re-establishing trust and addressing the need for a new civic imagination that is inclusive of all people in a globalized, connected world.

While significant attention is paid to the financial resources at stake in philanthropy, less focus is given to the skills that make grantmaking for the public good possible. In philanthropies, human resources can often be viewed simply as an administration function responsible for payroll, benefits administration and logistical aspects of recruitment. In the business world, however, there are signs it can be utilized for other positive purposes.

The global corporate sector has myriad examples of human resource operations prioritizing the recruitment, development, and engagement of talented employees. Businesses invest their time in forward planning and carefully-executed policies for employee engagement, training and evaluation to optimize organizational resilience and performance.

As the global philanthropic sector continues to expand, there will be a greater need for philanthropic institutions to recognize the importance of human resources in attracting, recruiting and engaging talented staff who can help take their organizations forward.

In an effort to redress this imbalance and examine the importance of investing in human resources for philanthropy, Salzburg Global Seminar, together with partners, convened the program *Driving the Change: Global Talent Management for Effective Philanthropy*.

Supported by the Ford Foundation, The Hewlett Foundation, the Carnegie Corporation of New York, the Robert Wood Johnson Foundation and the ZeShan Foundation, the three-day program brought together over 30 human resources professionals and executive directors of foundations at Schloss Leopoldskron, home of Salzburg Global Seminar, to discuss the challenges surrounding talent management, and the practices which can be implemented to achieve better results.

SUMMARY

PROGRAM FORMAT

Through lectures, moderated panel discussions and group work activities, the program saw participants share insights from various regions and aggregate perspectives and experiences from specific areas of expertise within human resources, focusing on developing ways to improve perceptions of talent management in philanthropies. Smaller group conversations highlighted the new and ongoing challenges for talent management, identifying specific skill and leadership training opportunities, and expanding the network of talent management professionals in the philanthropic sector.

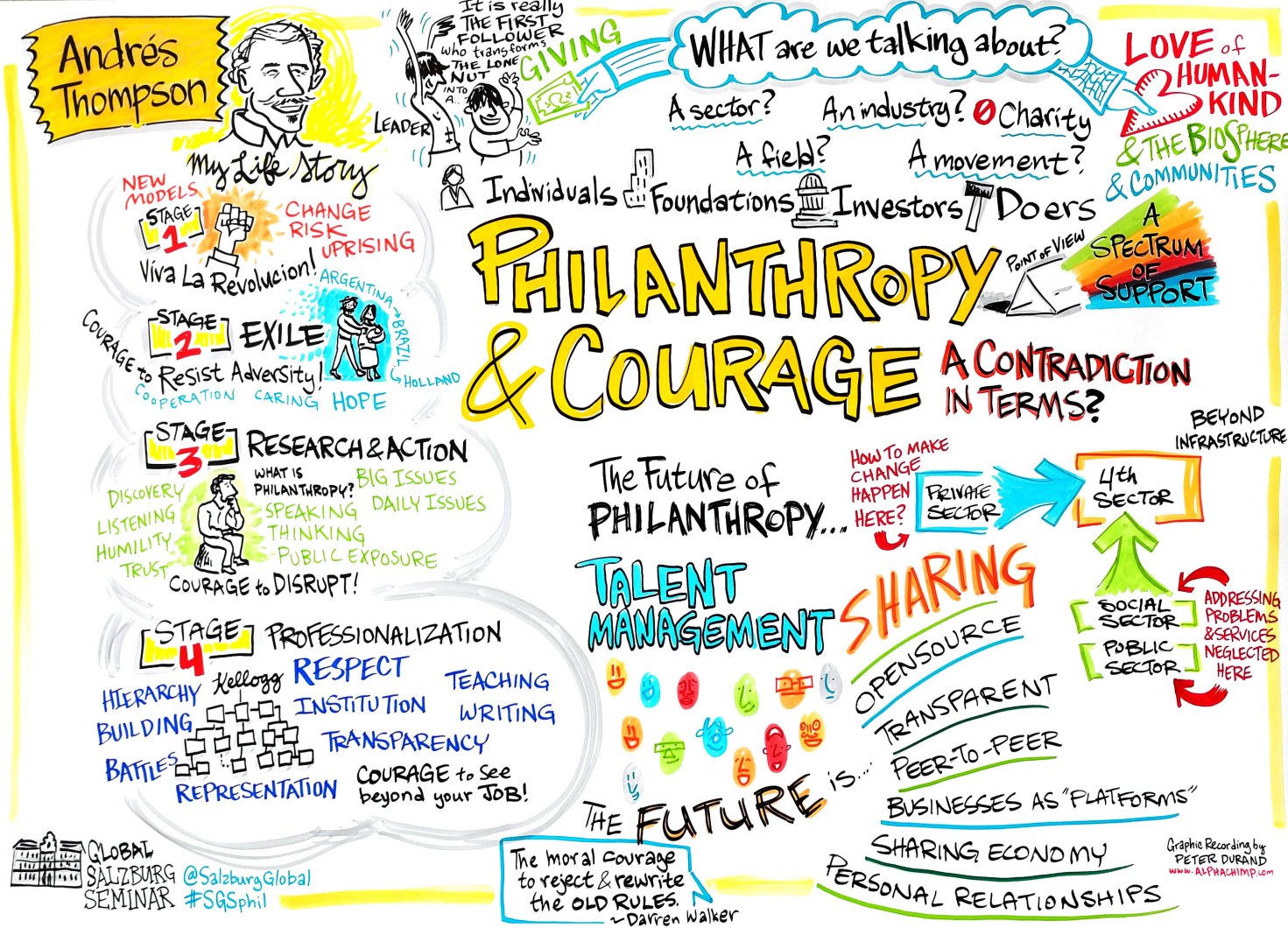
Looking ahead to 2030, participants considered the key trends for the philanthropic sector and how they might vary between major global regions. They also assessed what kind of talent and skills foundations will need now and in the future and how the recruitment process can be designed to meet this. Special attention was paid to the most innovative practices in talent management and how these can be applied to the philanthropic sector.

Salzburg Global Seminar has long-held programs on the future of the philanthropic sector. Past programs included the series *Optimizing Institutional Philanthropy*. The 2017 session was part of that series' follow-on, *Philanthropy and Social Investment*. The series contributes to the alignment of global financial flows with sustainable and inclusive development. Through multi-partner collaborations focused on emerging trends and best practices, the series fosters an enabling environment for talent management, diversity and innovation in traditional and corporate philanthropy and in social and impact investment.

The 2017 session also built on an earlier meeting held at the Rockefeller Foundation's Bellagio Center in 2013.

Clare Shine, Vice President and Chief Program Officer of Salzburg Global Seminar and Samantha Gilbert, Vice President for Talent and Human Resources at the Ford Foundation open the program in the Max Reinhardt Library of Schloss Leopoldskron, home of Salzburg Global Seminar.





INTRODUCTION

COURAGE AND PHILANTHROPY: A CONTRADICTION IN TERMS?

To mark Salzburg Global Seminar's 70th Anniversary, its overarching theme for 2017 was Courage – in public life, within organizations, and in individuals and communities. At a time of unprecedented mistrust of “elites” and a crisis of governance in “the establishment” – spanning governments, corporations, finance and the media – courage is urgently needed to navigate the anxieties of an uncertain world and revive confidence in our ability to shape a better future. Philanthropy, and the people who deliver the mission of charitable foundations around the world, can play a pivotal role to bridge divides, rebuild trust and invest in long-term inclusive change that harnesses the civic imagination.

The session's opening debate – Courage and Philanthropy: A Contradiction in Terms? – prompted thought-provoking and contrasting views, framing the context for the three days together and posing the questions:

- What does philanthropy stand for in today's world?
- What are the long-term macro trends in philanthropy and talent management?
- Is philanthropy too institutionalized and risk-averse?
- What can and should courage look like for philanthropies?

"I see philanthropy as a movement, because it basically is working at influencing giving towards a social change. Because it's a new area [in Africa], it needs to have champions. And for that reason I see it as a movement. Increasingly I've found that the philanthropy space is a space that we need to support more... and particularly being able to grow this sector, and grow the people who work in it. "

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

Andrés Thompson, a leader in Latin American philanthropy for many years through the W.K. Kellogg Foundation, talked about philanthropy and courage through the lens of his life story, and then shared thoughts on the future of philanthropy with respect to talent management.

Thompson broke his life into four distinct stages:

1. The courage to imagine another possible world;
2. The courage to resist adversity;
3. The courage to disrupt; and
4. The courage to see beyond your job.

The future of philanthropy is shifting from elitism and hierarchy to openness, participation, and empowerment. Philanthropy can enable trust building, reciprocity, transparency, and efficiency. Thompson referred to the "fourth sector", which blends the private, social and public sectors together to form social enterprises and nonprofit companies, and goes beyond the current infrastructure. These fourth sector organizations can help address problems and offer solutions to those neglected by the social and public sectors, and help change the private sector. As Darren Walker, President of the Ford Foundation, noted in an opening address via video: "Do we have the moral courage to reject and rewrite the old rules?"

With respect to talent management, Thompson talked about the future of philanthropy as providing more transparency, adapting the "sharing economy", building personal relationships, and being more open. Creating a "movement for philanthropy" will take collaboration between individuals, foundations, investors, and doers.

Thompson concluded by talking about the courage not to lead—but to follow. Through a TED video, Thompson discussed the importance of being the first follower: It takes guts to stand out and be ridiculed as the leader, but the first follower shows everyone else how to follow. The first follower is thus an underestimated leader. The first follower transforms the "lone nut" into a leader. A movement must be public. Leadership is over-glorified. We should instead have the courage to follow.



PROFILE

ANDRÉS THOMPSON: “I THINK I’VE PLAYED A ROLE IN ADVANCING PHILANTHROPY IN LATIN AMERICA”

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

An activist, a thinker, a teacher, a disrupter, maybe even an influencer – during his career in the philanthropic sector, spanning over four decades, Andrés Thompson has played many roles. Starting at the age of 17 as an activist, Thompson’s lifelong passion for improving the lives of the people around him has shown him the world of both big foundations and grassroots movements.

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

Thompson was the keynote speaker for the Salzburg Global Seminar session, *Driving the Change: Global Talent Management for Effective Philanthropy*, but it was not his first time in Salzburg. He has shared his expertise as a resource specialist for several other Salzburg Global Seminar sessions, but his own journey with the organization began over 20 years ago as a participant. On the appeal of the sessions, Thompson says: “You don’t have to play a role here. You have to reflect, think and share: that’s the essence. It’s not a conference – it’s a session, a conversation over beers.” Many things might have changed since the first time Thompson came to Schloss Leopoldskron, but the spirit has remained the same: “The heart of Salzburg Seminar is the same one.”

In fact, it was the session *Non-Profit, NGO*



Andrés Thompson is a six-time Salzburg Global Fellow, returning for the seventh time to deliver the keynote speech at the session *Driving the Change: Global Talent Management for Effective Philanthropy*

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

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

In addition to his work for the W.K. Kellogg

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

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

“I would like to provoke people to think outside the box. In particular, what talent management means for the future of philanthropy. It’s not just about the process

of hiring, retaining, and firing people, but also about the skills that philanthropy needs, and the kind of future that we’re envisioning for philanthropy.

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

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

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

“I would like to provoke people to think outside the box. In particular, what talent management means for the future of philanthropy. It’s not just about the process of hiring, retaining, and firing people, but also about the skills that philanthropy needs, and the kind of future that we’re envisioning for philanthropy.”

Andrés Thompson



FELLOWS' VIEWS

PERCEPTIONS OF PHILANTHROPY

How philanthropy is perceived varies widely, depending on the country of operation, the maturity of its sector, and the size, scope and set up of the organization. Here, we share just three examples.

In **Kenya**, philanthropy is largely focused on the individual, providing kindness and pity to the less fortunate, versus targeting root causes of systemic social injustices. Philanthropy is still very informal, usually amongst family members, and it is currently largely unstructured. Organizations such as the Kenya Community Development Foundation (KCDF) are seeking to provide that structure, however such giving is not common yet.

Also new to the country is helping donors to think about a legacy of giving. In Kenya it is taboo to talk about death, so thinking about the legacy of philanthropy and what happens to one's money after death is not easy to discuss, and is thus a transition in the philanthropic mindset as well.

While some actors in the sector are taking proactive steps to attract more millennials to their

workforces, millennials are seen as energized, but impatient. They want to make an impact now. Engaging with an organization for a long time is not easy for them, said one participant, instead they want a flexible, collaborative organization.

Hong Kong is another philanthropic ecosystem that is active but has not yet matured. As a result, the talent pipeline for foundations often comes from the corporate sector, which often clashes with those from the social sector. The corporate sector holds certain stereotypes about the social sector, and vice versa.

Within family foundations such as the ZeShan Foundation, family members devise and manage strategy; often this strategy will dictate the kind of person to be hired. However, there are diverse family attitudes regarding this: Do we hire specialists

or generalists? Are we a spend-down foundation or do we seek to exist in perpetuity? Do we have a long-term grantmaking strategy, and what is the balance of adhering to the strategy versus being opportunistic or ad hoc? For many, answers to these questions are still to be explored.

The **United States** has a long-established philanthropic sector and is home to over 1.2 million registered public charities and private charities (according to the National Center for Charitable Statistics), including the headquarters of many globe-spanning networks of foundations, employing huge numbers of people in the sector. One such network, Open Society Foundations (OSF), headquartered in New York City, has over 1,600 employees in total, including over 40 human resources staff. Such size can lead to the creation of an organizational culture that is risk-averse rather than innovative.

With the bureaucracy that comes with such a large staff, foundations can encounter the paradox of corporate creativity: one must think "outside the box," but not really. Many foundations (OSF included with George Soros) have influential living donors and founders, creating an additional dynamic when devising the foundation's strategy.

The importance of having a clear strategy for one's philanthropy has grown in importance. It was noted in Salzburg that Jeff Bezos, founder and CEO of Amazon, is now the wealthiest human on earth, and yet he has no philanthropic plan, unlike fellow tech billionaires Bill Gates, Mark Zuckerberg and Elon Musk. Without a clear plan or strategy in place, it is easy for foundations to devolve into clashes between donors, the board and senior management, and staff.



INTERVIEW

WANGSHENG LI: “ONE OF THE MOST DISTINCT ASSETS OF PHILANTHROPIC INSTITUTIONS IS ITS PEOPLE”

Chinese philanthropy expert discusses talent for the sector and its growth in the country

Wangsheng Li is President of the ZeShan Foundation, which supported the Salzburg Global session *Driving the Change: Global Talent Management for Effective Philanthropy*.



The constantly evolving world of philanthropy offers exciting opportunities for open-minded workers globally. A rising player in this field is China, where the modern philanthropic movement is still taking shape.

As the philanthropic sector develops, talent management becomes increasingly important, emphasizes Wangsheng Li. His diverse background, working in charitable organizations in Asia and the US, has given him a unique viewpoint to the developments in the philanthropic sector globally.

Currently, Li is the president of ZeShan Foundation, which supported the Salzburg Global session. The advancement of global philanthropy and supporting diverse participation is important to the family foundation.

“One of the most distinct assets of philanthropic institutions is its people. Talent management fits well with that line of thinking,” Li says, “Personally, it’s always a very inspiring and a worthwhile effort in terms of learning from your peers and an opportunity to have some time to reflect and think, and hopefully to be inspired – even challenged – in a sense.”

PHILANTHROPY IN CHINA

Philanthropy and charitable giving in China has always existed in one form or another – from tightly-knit communities helping each other in their daily lives to leaders of the past preparing for the tough times by stocking up food supplies, like grain, and medicine.

“In classic Chinese literature, you can find how local governments and local philanthropists would prepare themselves a year or longer ahead in anticipation of, say, floods, famine, etc.,” Li explains.

“Local doctors would be asked to stock up herbal medicine in case of an epidemic or digestive diseases caused by unclear water. That tradition has always been, and not only in China.”

However, the modern, institutionalized form of philanthropy is still taking its shape.

“Institutionalized philanthropy is a relative new phenomenon in comparison with the US,” Li explains.

“Donors want to take their work to the next level, and there is an increasing recognition that institutionalized giving is the future of philanthropy. Institutionalization also means bringing on board professionals, so that gave rise to this kind of professionalization of grantmaking. Now where do you get people? It was – and still is – a relatively new phenomenon, so where is your pipeline?”

Currently a large portion of the people working in the field of philanthropy in China come from a background of social work training, instead of having experience in public policymaking or public administration. This is the case in many other countries in Asia and Latin America, Li says:

“They’re trained as social workers, but they have a pretty sound understanding of the social issues and the community’s needs, and policy issues.”

The challenge now facing the Chinese philanthropy sector is how to diversify their workforce, and more importantly, prepare them for their work in this evolving industry.

“One [challenge] is how to encourage more young people or professionals of diverse backgrounds to go into the philanthropy field, and two is really looking at how to prepare them to go into this field. So it’s a pipeline issue.”

THE FUTURE OF PHILANTHROPY

So what lies in the future for philanthropy in China? Li expects to see the philanthropic sector move away from the traditional ways, and become more of a hybrid: “Social entrepreneurship has already become a very important part of contemporary philanthropy. The donors are younger, and have become increasingly hands-on. That poses also a challenge, even a conflict of interest.”

He also expects to see charitable giving no longer be perceived as the privilege of the “super rich.”

“It also has become part of the social movement, you could say, of the development of civil society,” he says.

“Ordinary citizens can also be donors.”



“Donors want to take their work to the next level, and there is an increasing recognition that institutionalized giving is the future of philanthropy. Institutionalization also means bringing on board professionals, so that gave rise to this kind of professionalization of grantmaking. Now where do you get people?”

RECOMMENDATIONS

ORGANIZATIONAL CULTURE AND TRUST: BUILDING A CULTURE OF CO-OWNERSHIP AT ALL LEVELS

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

IDENTIFY MOTIVATION

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

DEVELOP A POSITIVE WORKPLACE CULTURE

Those who share the same motivations and values as their colleagues and the organization as a whole are likely to perform better in their role – a key component in developing a strong workplace culture. Other components of a workplace culture include the organization’s structure, policies, and procedures, communications style, technology use, dress code and the physical environment. “A clearly articulated and authentically realized culture will ensure alignment of mission, values, practice, and people,” stated one participant. Developing a culture that is both inclusive and diverse can be a challenge, especially in organizations that are multi-cultural, multi-generational, and multi-location. Get it right though and it can pay dividends – building a positive workplace culture and hiring people who fit into it can help productivity, morale and retention of the best talent.

INTRODUCE FLEXIBILITY

One distinct example of work culture that was shared in Salzburg was one of great flexibility: no fixed working hours, no fixed working place, and unlimited annual leave. “Until I worked in a flexible workplace, I never realized how much I would value it. Now I couldn’t imagine working any way else,” remarked the speaker introducing the idea. This culture “treats





GRAPHIC RECORDING by
PETER DURAND
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employees as adults with lives,” allowing people to work around their lives, in hours that suit them and their families. “We get more out of people who want to give more.” However, this isn’t for everyone, the speaker admitted. Introducing a culture like this without having laid the groundwork by building a high degree of trust between employers and employees would likely fail. Employers need to trust that the work will be done without imposing fixed working hours and employees need to trust that they won’t be so overworked that they will work all the time and never take any annual leave.

ASSESS CHARACTER, NOT JUST SKILLS

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

ATTRACT MILLENNIALS

Young people (a.k.a. millennials, born approximately between the nearly 1980s and the early 2000s) are commonly thought of to be seeking purpose, highly values-driven, eager for social change and justice, and embracing of innovation, inclusivity and diversity. This should make them a perfect fit for the philanthropic sector. And they can be – but they can also be demanding.

“For me [talent] means someone that has learning agility, who wants to learn... The world is changing so fast, so it must be someone who is able to learn new things. Having good ideas but also being able to put that into practice, that for me defines a talent.”

Felipe Proto,
People and Business Development
Manager, Lemann Foundation, Brazil

TALK YOUR TALK, WALK YOUR WALK AND EMBRACE DIVERSITY

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

HAVE COURAGE

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

“[Organizations] have different origins, different reasons for being and that often defines philanthropy means for that organization, that foundation, collective or group. From my perspective my role is about understanding the philanthropic gesture that was made by the founder of Wellcome, and helping guide and see that through in a modern context. So when this was all set up, years and years ago, none of the political systems that we have in place today, nor the internet, nor any of those other things were around. But there was a desire to see good done in terms of human health and planetary health.”

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



RECOMMENDATIONS

TALENT ATTRACTION, DEVELOPMENT AND RETENTION

“Hire for attitude. Train for skill. The job can be learned.” Wise words from a panel of human resource and hiring managers from the widely different philanthropic sectors of the US, Africa and Eastern Europe. In many parts of the world, nonprofit and foundation work is a growing field, and many employees do not have the formal training to do the work. Nonetheless having the right attitude – having flexibility, enthusiasm, creativity, openness, courage, and heart to be collaborative – is essential.

Every organization wants to attract the right people and the best people. Philanthropy is an extension of a culture. How do we accommodate a diverse staff with varying needs to create a healthy organizational culture? What if the culture created was people-focused, and not strategy-focused? Participants shared of several key concepts:

FEELING SAFE

Safety is a basic human need that employers have to provide in the workplace. Feeling safe to learn and experience, to try different roles, to challenge institution and ideas, to experiment and fail. We want to understand our employees and what they care, know, try, share, and hope for.

STABILITY

Employees are not just concerned about job stability, but also new concepts of stability – that work provides stability of purpose, of culture, builds on knowledge base, and develops a fulfilling career path.

TERM LIMITS

Term limits have to be carefully done, to provide a glide path to exit so that fear and anxiety can be minimized. The goal is to cultivate the next line of leadership, and a leadership “feeder system,” but the path to the exit must be done carefully and in a positive manner. The Hewlett Foundation applies term limits to its program staff, which have provided positive benefits to both the person and the organization: the policy increases focus, distributes responsibility so that no one person holds all the power for a long time, prevents ossification of skills and knowledge, and promotes a sense of shared leadership.

SKILLS

A healthy culture encourages skills building to augment personal purpose. It could be creative in promoting “intrapreneurship” to help employees gain skills in starting up a new program or initiative. Such a culture helps employees view their career arcs not just upwardly but horizontally, across sectors. New technologies are constantly coming out and challenging the notion of current knowledge – how we overcome this and empower people to gain new skills will greatly impact organizational culture and effectiveness.

“It obviously makes a difference what type of philanthropy you are, and as we’ve seen through all this [program], there’s a great variation. So talent may vary and it should vary based on that. We need people who care deeply about other people, that are able to take a look at systems and how to affect systems in a way that make life better for people. They’re able to affect policy decisions so, that the policy drives the systems that make life better for people. They have to have a lot of heart.”

David Waldman,
Vice President of Human Resources
and Administration, Robert Wood
Johnson Foundation, USA

INTERVIEW

SAMANTHA GILBERT: “ORGANIZATIONS ARE ONLY EFFECTIVE WITH HIGHLY TALENTED AND ENGAGED PEOPLE – AT ALL LEVELS”

Ford Foundation’s VP for talent and human resources discusses the importance of talent management for the philanthropy sector

With hundreds of staff in dozens of offices around the world, managing all their staff and ensuring they hire the most enthusiastic, engaged and efficient employees is important to the Ford Foundation. At the conclusion of the session, Samantha Gilbert, Vice President for Talent and Human Resources at the Ford Foundation, answered questions from Salzburg Global Seminar’s Mirva Villa.

What drew you personally to work in philanthropy?

I started my career fresh out of university as a social worker and over time moved into human resources management and leadership roles, the first ten years or so working in the government and not-for-profit sectors. I then worked for a decade in a global leadership role in a for-profit international knowledge-based business – a professional services arts business – which taught me a great deal and fulfilled my desire to work internationally and in a dynamic environment. Over time I realized that I needed to be doing my work back in a mission-driven environment – that’s where my values come through strongly, as I experienced earlier in my career. I was eager to take all the rich learning I gained from the private sector and contribute my experience and skills in an environment that was aiming to make a positive impact in the world. Philanthropy allowed me to continue to work internationally, fulfilling my interests in diverse cultures and experiences, and matching my deep-rooted values about work that enables the wellbeing of people.

With your work in talent and human resources at the Ford Foundation, you clearly believe in the importance of the staff development. Why do you believe this is so important?

I truly believe that organizations are only effective with highly talented and engaged people. At all levels. And I believe all individuals carry unique talents, and when nurtured in the workplace, great outcomes occur. At all levels. Organizational development is all about people development – creating a work environment where people feel inspired to do their best work. This is why I believe human resources functions have a critical role in organizational development – to understand the unique aspects of the organization’s culture, nurture the best of it, and put into place the support, systems, policies and practices that enable employees to give their best. That’s a “win” for the organization and a “win” for employees because they learn, grow and develop a sense of pride, purpose and confidence in the contributions they make.

What are the biggest challenges the philanthropy sector faces in acquiring talent?

The world offers a rich diversity of people and abilities and it will take all of them to solve the problems of today’s complex world. Sometimes I think we do not look broadly enough for talented people to work within our organizations. We are often too risk-averse to consider someone from another sector. We are often not strong enough in our onboarding practices to enable diverse talent to effectively acclimate in our world of

“The world offers a rich diversity of people and abilities and it will take all of them to solve the problems of today’s complex world. Sometimes I think we do not look broadly enough for talented people to work within our organizations. We are often too risk-averse to consider someone from another sector.”

philanthropy. We are strong on knowledge-mentorship as manager but not as strong on career coach as manager. These are some good skills we could learn from the private sector.

What did you hope to gain by attending this session? What will you go back with?

I created this session in many ways over four years ago at a first of its kind forum at the Rockefeller Foundation's Bellagio Center for learning. This is the second follow-up, but with a larger number of philanthropic organizations joining this time, and with broader co-sponsorship. I hoped that we would have a rich discussion about the landscape of our field of mission-driven work, and what it means for our talent needs and practices. I hoped to build a network of global leaders who think about our work through the lens of people, and therefore share and exchange ideas about how to make our sector stronger and more impactful. I believe we have all walked away with some new insights and understanding, and a commitment and bond with each other, and I can say I have also walked away with some new tangible ideas.

How was this session different to the one held in Bellagio 2013?

It was not different in spirit and goals, but this time it was larger in size (an additional ten organizations) and therefore more diverse, which brought an even greater richness and opportunity for learning. It also benefited significantly from the programming and facilitation support from Salzburg Global Seminar. Thanks to Salzburg Global we moved a few notches up in content design and delivery. Other than that....it rained on Lake Como when we were there in 2013, and it rained in Salzburg this week, and both lakes and the rain offered a special quiet for reflection and learning.

What were the reasons for the Ford Foundation for joining in partnership with Salzburg Global to create this session?

What are the benefits of events like this?

The Ford Foundation's President, Darren Walker, my boss, believes deeply in continuous learning and the value of collaboration and network building to achieving impact. He leads in a people-focused way and Ford has a long history in supporting institutions, individuals and ideas. Our co-sponsors – Carnegie Corporation, the Robert Wood Johnson Foundation, the William and Flora Hewlett Foundation and the ZeShan Foundation – share these values. So together we knew that Salzburg Global would be the perfect partner to carry forward this seminar given their similar ideals and rich history of supporting these dialogues and developments.

What change do you wish to see in the field of philanthropy?

I hope we will continue to be brave and innovative.

Samantha Gilbert is the Vice President for Talent and Human Resources at the Ford Foundation, which supported the Salzburg Global session *Driving the Change: Global Talent Management for Effective Philanthropy*.



CONCLUSION

NEXT STEPS

FOR THE SECTOR

After three days of being together in Salzburg and discussing experiences, knowledge and challenges, it was time to make commitments about what next steps needed to be taken, both individually and as a global philanthropic sector. Global problems require global solutions, but what can you implement in the short and long term?

One thing Salzburg Global stresses is to figure out who you cannot talk to – and go do it. Individuals named these people as a way to gather greater understanding. A large question looming was: How do you want to challenge your leadership and your team, as a result of this program? It is clear that it takes a team, not just an individual, to implement these kind of changes around organizational culture and talent management. How can we create an environment for these kinds of conversations? As for talent development, how can we increase the speed and quality of training in the field, in communities, at headquarters and on virtual teams?

As a global philanthropy sector, the conversation needs to be expanded to include more people. Participants named who they wished to share these ideas with: leadership, colleagues, team members, grantees, regional partners, and local networks. One person also expressed the desire for those outside of philanthropy to have a better understanding of grantmaking. Part of the solution was in what philanthropic infrastructure organizations can do to support and encourage talent management practices. Lastly, many issues shared by global south participants are filtered through the experience of those in the global north – how can we be more cognizant of this moving forward?





FOR SALZBURG GLOBAL SEMINAR

The next program in the Salzburg Global series on *Philanthropy and Social Investment* will be held in October 2018 in partnership with the Asian Venture Philanthropy Network (AVPN) – *New Horizons in Social Investment: Global Exchange for Action and Impact*.

As an increasing number of foundations move beyond traditional grant making and experiment with innovations in social investing, including social impact bonds, collaborative philanthropy, and impact investment funds, AVPN and Salzburg Global will convene a globally diverse group of foundations and social investors to exchange strategies for addressing global challenges, enhancing collaboration, exploring effective talent management approaches, and offering greater opportunities for investments that offer longer-term and deeper opportunities for impact. The program will include individuals and organizations from Asia, Africa, the Middle East, Europe, and North America, and will be designed to highlight new approaches to generate impact in line with achieving the Sustainable Development Goals.

The program will combine plenary discussions and small-group workshops to inspire, equip, and enable participants to develop commitments to action, take back practical lessons and toolkits, and apply them to their own organizations.

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www.SalzburgGlobal.org/go/581

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Salzburg Global convenes outstanding talent across generations, cultures and sectors to inspire new thinking and action, and to connect local innovators with global resources. We foster lasting networks and partnerships for creative, just and sustainable change.

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