

Trends and practical tools in philanthropy and prosocial behaviour

Perspective for the business leader

By Wendy Rodríguez

Sponsored by Strachan Chair

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Perspective for the business leader

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Mapping Latin America

Seattle International Foundation

Top ten giving foundations for Latin America, 2013

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

Source: Foundation Center, 2015

Top ten recipients of foundation giving for Latin America, 2013

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

Source: Foundation Center, 2015

Foundation giving for Latin America by area, 2013

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

Source: Foundation Center, 2015.

Foundation giving to Latin America recipients, 2013

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

Source: Seattle International Foundation, 2013.

Foundation giving to recipients outside Latin America, 2013

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

Source: Foundation Center, 2015.

Foundation funding for Central America, 2013

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

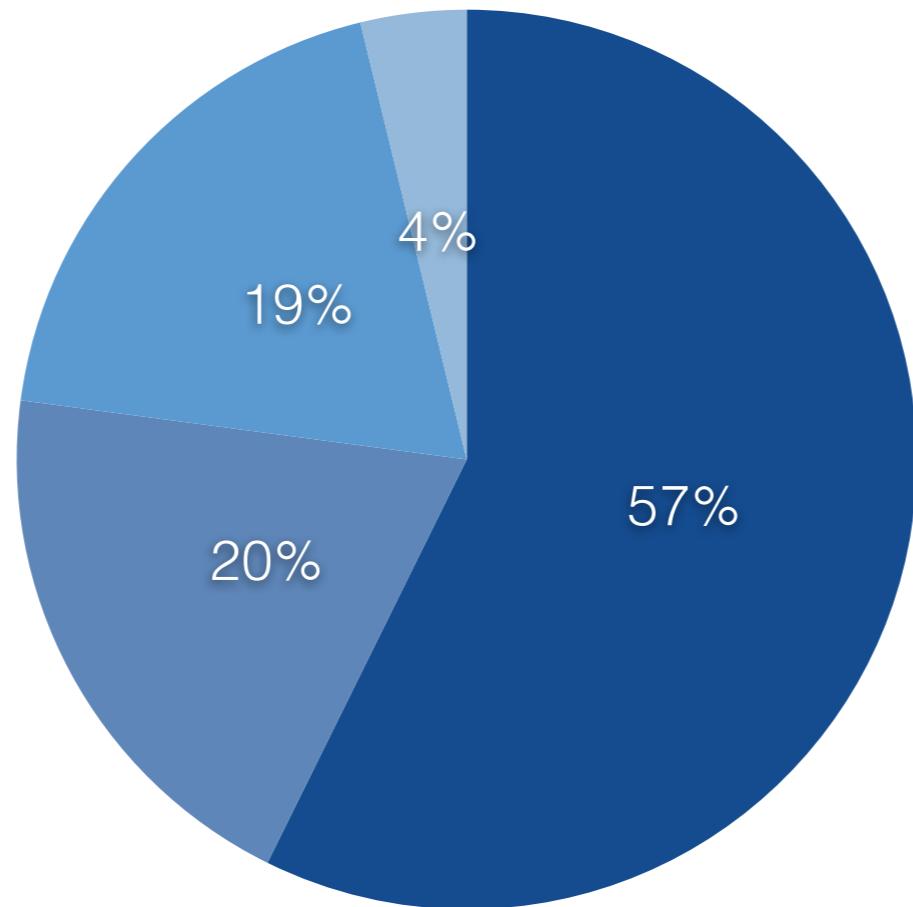
Source: Foundation Center, 2015.

Foundation by giving for Central America, 2013

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

Source: Foundation Center, 2015.

Foundation funding for Central America by recipient, 2013



- United States
- Latin America (including Central America)
- Central America
- Other

Source: Foundation Center, 2015.

Top 10 recipients of foundation giving for Central America, 2013

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

Source: Foundation Center, 2015.

Mapping Central America

World Giving Index (CAF)

Methodology

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

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



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

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

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

World Giving Index

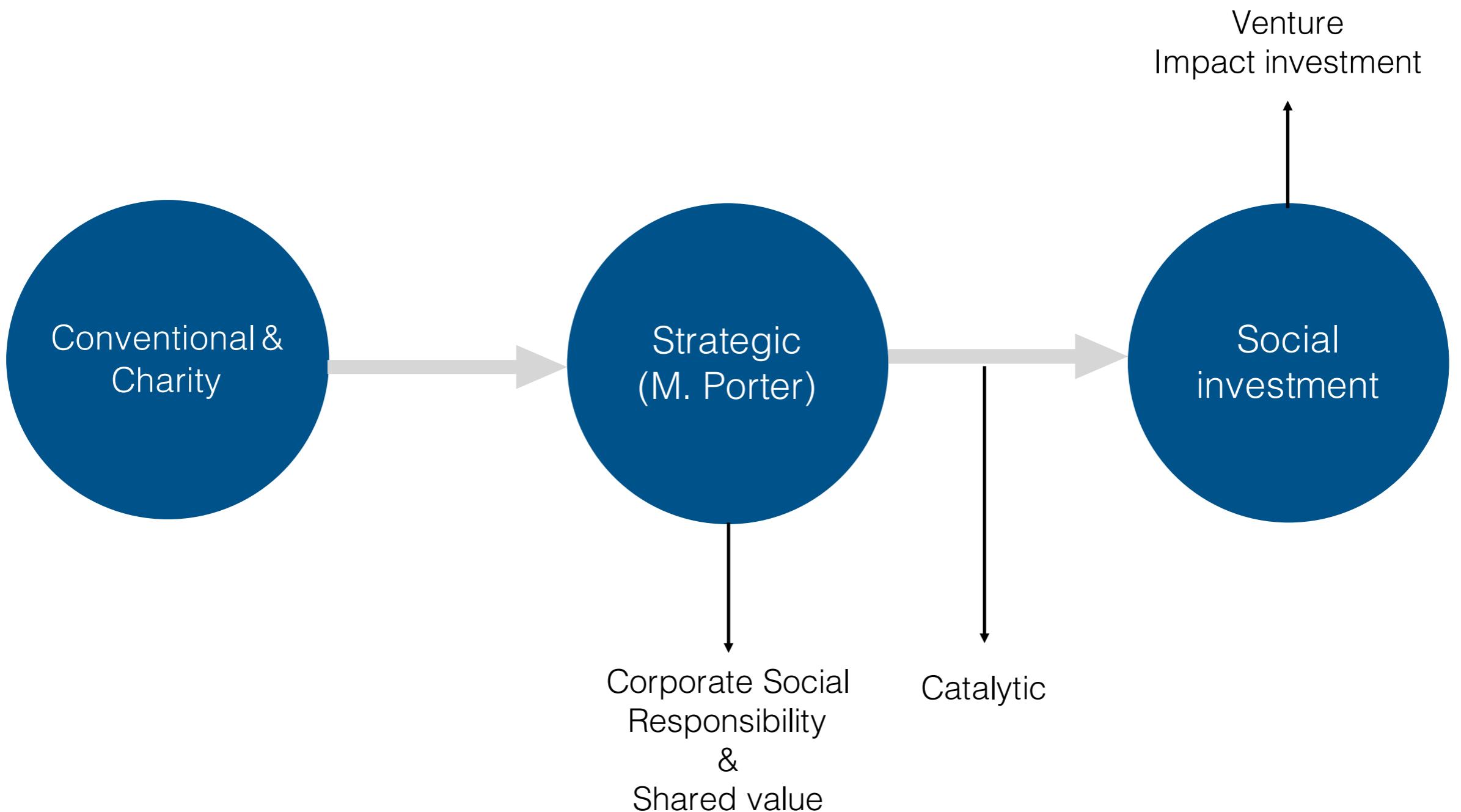
(top and bottom positions worldwide and Central America)
n=145 countries

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

Philanthropy

Evolution and trends

Evolution

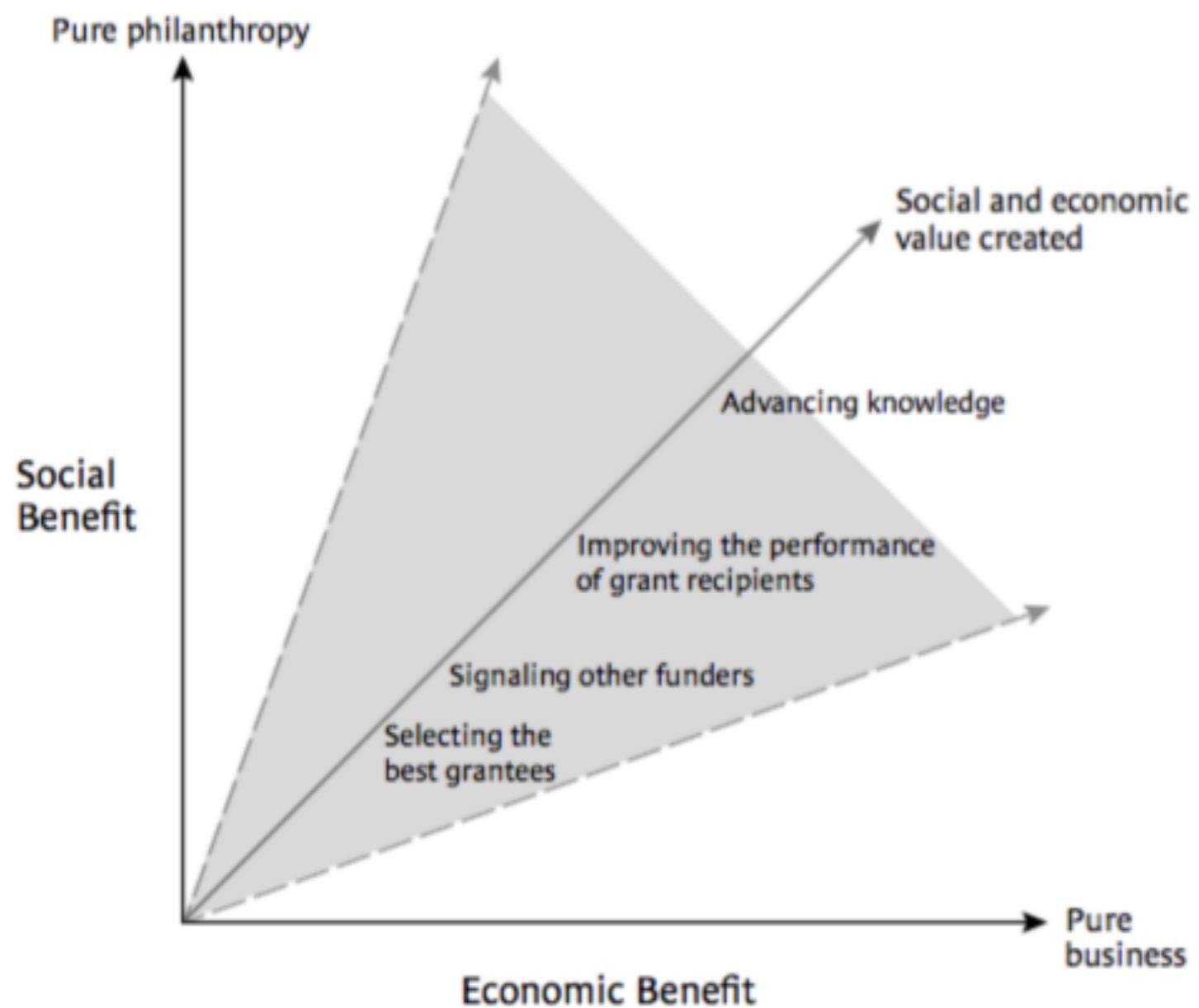


Types of philanthropy

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

Source: Adapted from Kramer, 2009.

Competitive advantage of corporate philanthropy



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

Source: Porter y Kramer, 2002.

CSR: motives at multiple levels of analysis

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

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

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

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

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

Shared-value

- Para completar con notas de la profesora Prado

Social investment (venture philanthropy): stages of organizational development

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

Source: Grooman, 2013.

From charity to social investment

Impact investment in Latin America

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

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

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

Impact investors in Latin America

Definition:

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

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

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

Impact investment in Latin America

Report methodology:

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

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

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

Impact investment in Latin America (key points)

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

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

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Impact investment in Latin America (key points)

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

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

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

Impact investment in Latin America (recommendations)

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

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

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

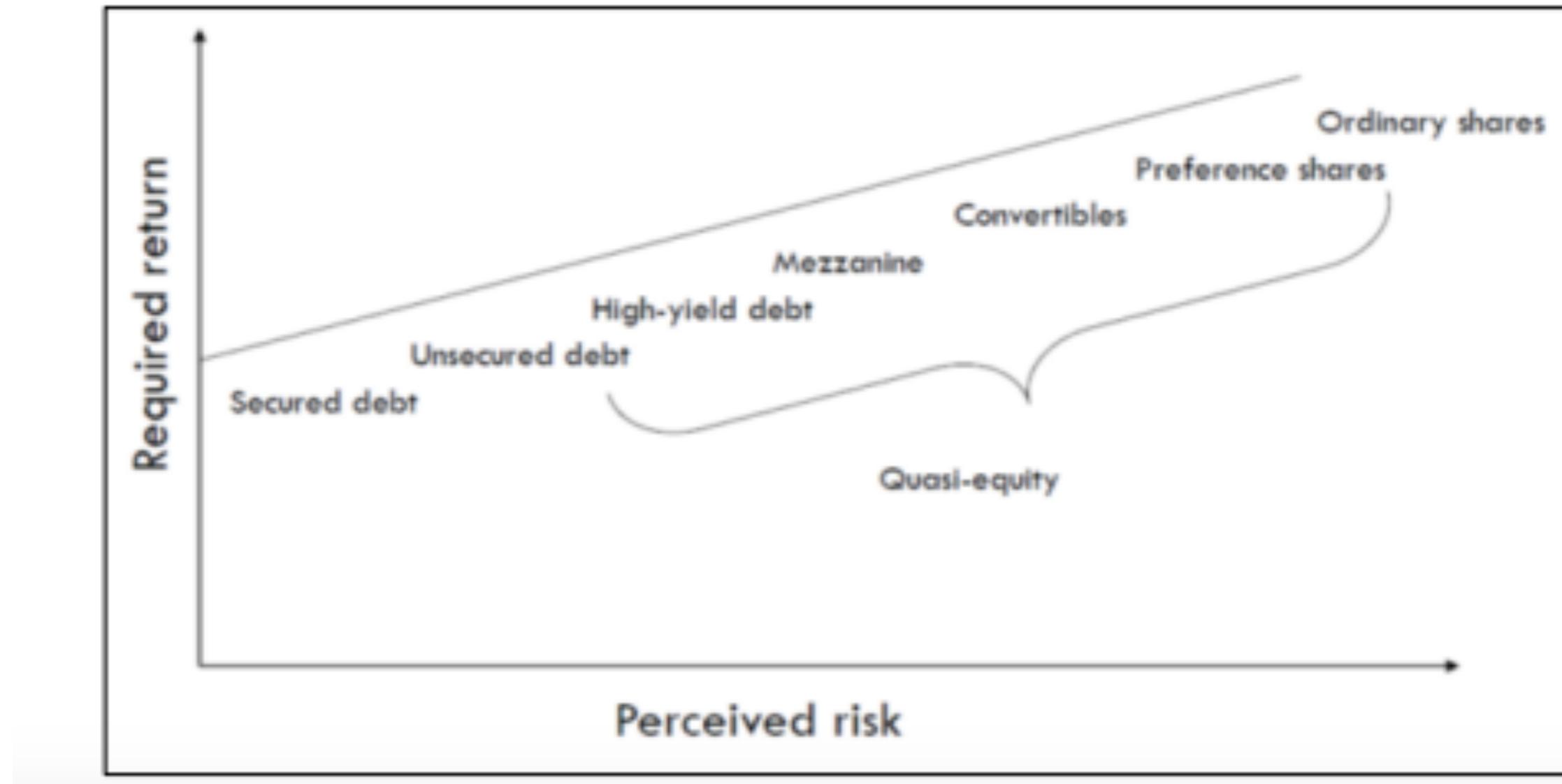
Barriers to impact investment in Central America

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

Source: Salas, Castro, Nielse, 2016.

Financial instruments for impact investing

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



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

Source: Salas, Castro, Nielsen, 2016.

Impact investing: quasy-equity category

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

Source: Salas, Castro, Nielse, 2016.

Impact investing: investors sample in Central America

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

Source: Salas, Castro, Nielse, 2016.

Impact investing: types of investees in Central America

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

Source: Salas, Castro, Nielse, 2016.

Leadership and philanthropy

Giving as an individual

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

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

Fuente: Bekkers, R., & Wiepking, P. (2011). Testing Mechanisms for Philanthropic Behaviour. International Journal of Nonprofit and Voluntary Sector Marketing, 16(4), 291–297.
<http://doi.org/10.1002/nvsm.428>

Characteristics

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

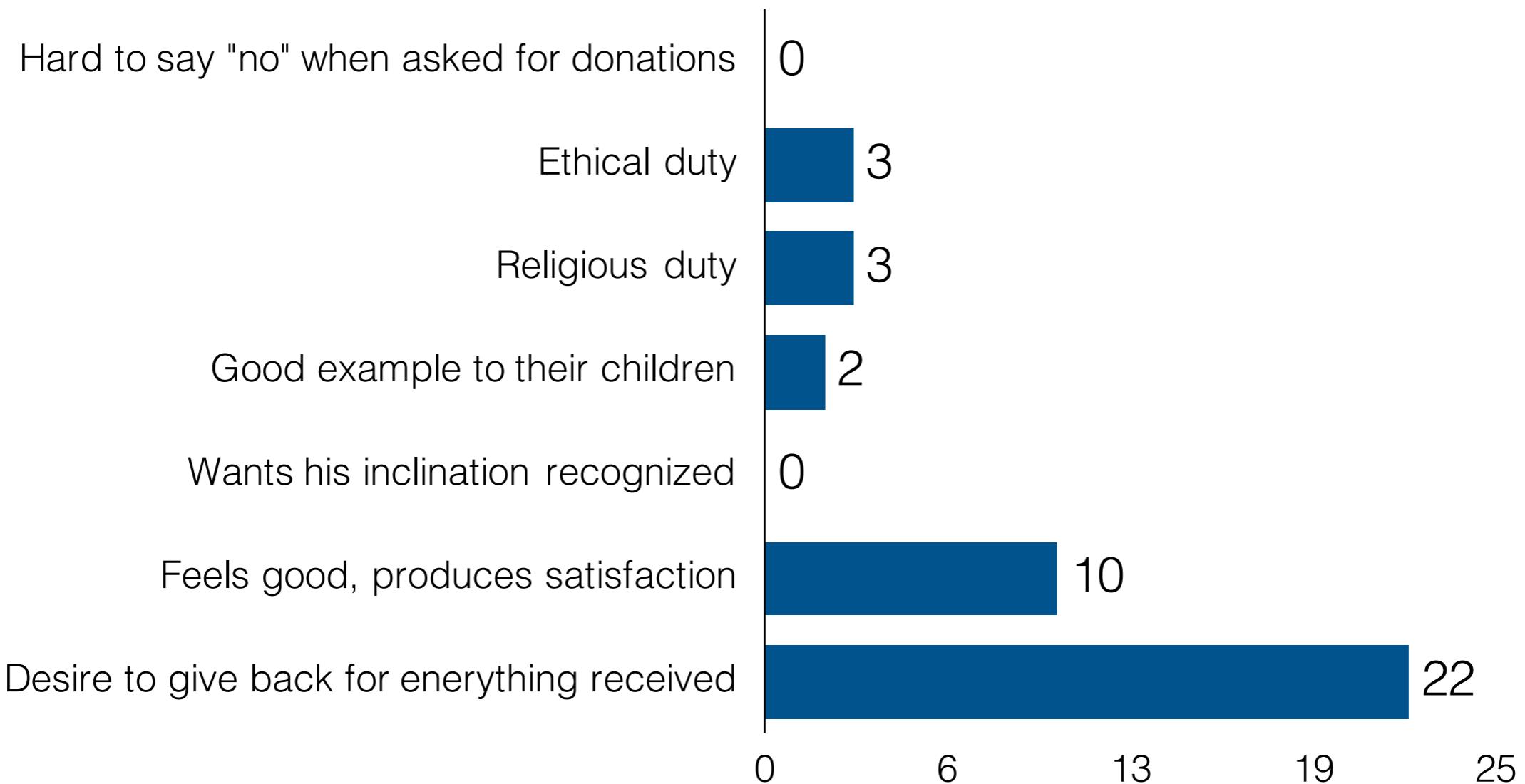
Fuente: Einolf, C., & Chambré, S. M. (2011). Who volunteers? Constructing a hybrid theory. *International Journal of Nonprofit and Voluntary Sector Marketing*, 16(4), 298–310.
<https://doi.org/10.1002/nvsm.429>

Prosocial values motive & egoistic values

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

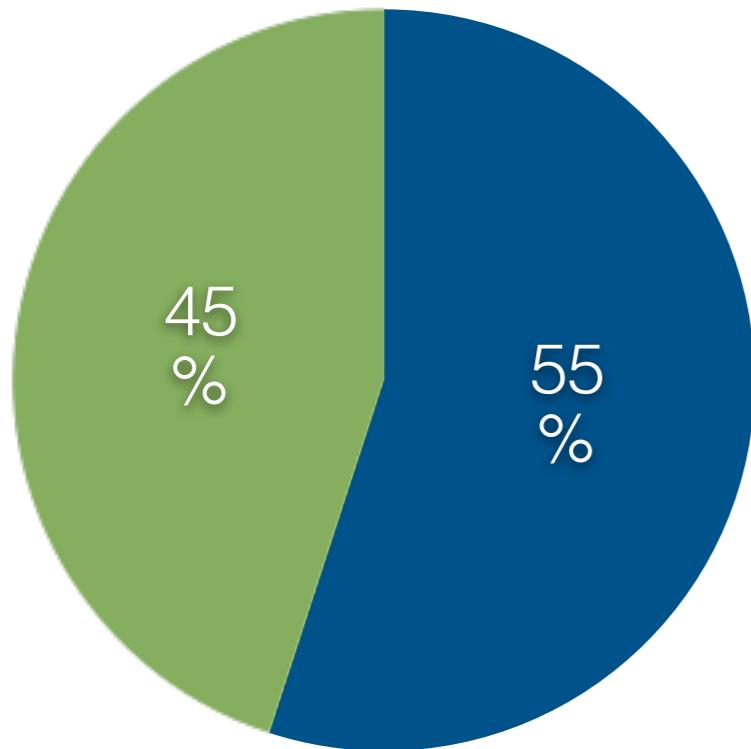
Fuente: Einolf, C., & Chambré, S. M. (2011). Who volunteers? Constructing a hybrid theory. International Journal of Psychology, 46(1), 1-11.

Motivation to donate money or time

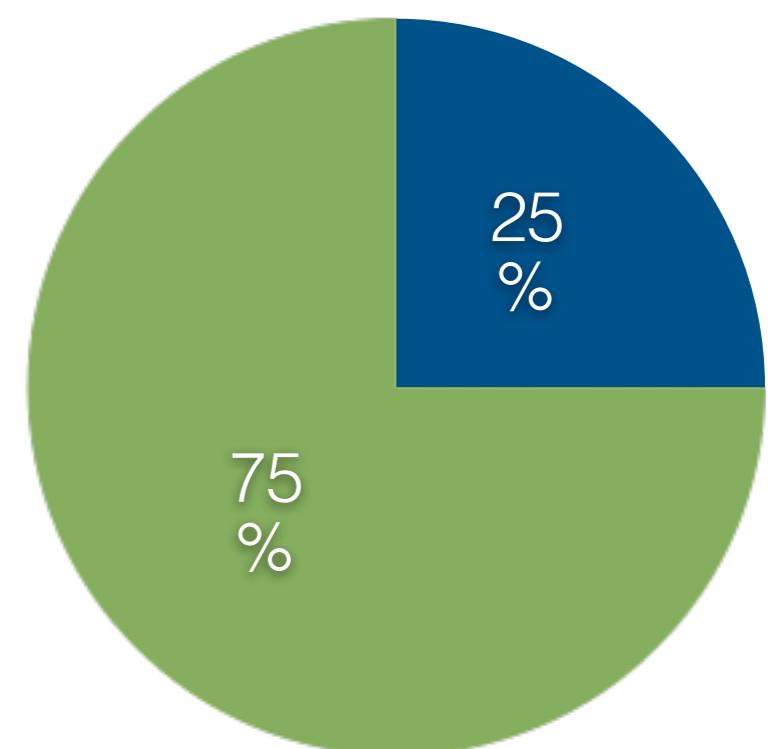


Source: INCAE. (2015). Nutrivilda Case Study. Conference Empresarialism and Philanthropy.

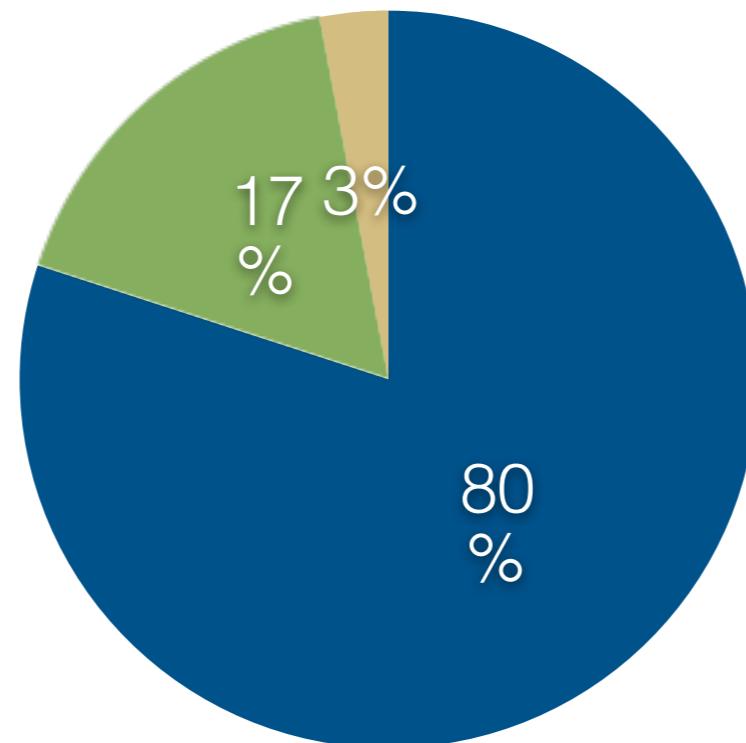
Did you donate money last month?



Did you volunteer time to an organization during last month?



Did you help a stranger who needed help last month?



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

Give, match, or take: new personality construct

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

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

Prosocial motives, behavior and impact

Prosocial motives

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

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

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

Prosocial behavior

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

Prosocial impact

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

Prosocial benefits

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

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

A REVOLUTIONARY APPROACH
TO SUCCESS



ADAM GRANT

ADAM GRANT



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

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

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

A REVOLUTIONARY APPROACH
TO SUCCESS

Human resources profile

Takers	Givers	Matchers
<ul style="list-style-type: none">• Focused on themselves• Personal interests are prioritized over other's needs• Look to receive more than what they give• Offer help strategically (benefits exceeding costs)	<ul style="list-style-type: none">• Focused on others• Pay more attention to what others may need from them• Help when other's benefits exceed their own costs	<ul style="list-style-type: none">• Strive for a balance between giving and taking• Operate under justice principle's• Based their relationships in the interchange of favors

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

Considerations about **Givers**

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

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

Considerations about Givers

Networking

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

Collaboration

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

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

Considerations about **Givers**

Evaluation

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

Influence

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

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

Grant model

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

Selfless

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

Successful givers (otherists)

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

Giving and taking: human resources performance

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

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

Different benefits to different people

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

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

Benefits for individuals

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

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

Benefits for individuals

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

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

Benefits for organizations

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

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

Benefits for organizations

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

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

Practical recommendations for the business leaders

Tools to take decisions

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

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