

The book cover has a solid orange background. A large, dark silhouette of a hand is positioned in the upper half, with its fingers carefully placing a gear onto a stack of other gears at the bottom. The gears are also dark silhouettes. The title 'GIVING HOPE' is printed in large, bold, white capital letters in the upper center. Below it, the subtitle 'THE JOURNEY OF THE FOR-PURPOSE ORGANISATION AND ITS QUEST FOR SUCCESS' is in smaller white capital letters. The authors' names, 'Robinson Roe, Peter Dalton', are at the bottom right in white. A small white logo is in the bottom right corner.

# **GIVING HOPE**

**THE JOURNEY OF THE FOR-PURPOSE  
ORGANISATION AND ITS QUEST FOR SUCCESS**

**Robinson Roe, Peter Dalton**



# The Six Fundraiser's Dilemmas

1. The Staff Turnover Dilemma
2. The Cost/Ratio Dilemma
3. The Tied Funding Dilemma
4. The Product or Hope or Misery Dilemma
5. The Crowded Market Dilemma
6. The Pecking Order Dilemma

# The Cost/Ratio Dilemma

*What percentage of donations should be spent on administration (non-programs)?*

**A:** 60% to 80%

**B:** 40% to 60%

**C:** 20% to 40%

**D:** 0% to 20%

# The Cost/Ratio Dilemma

*What Gross Margin do you think Apple made in Q2 2018?*

**A:** 0% to 20%

**B:** 20% to 40%

**C:** 40% to 60%

**D:** 60% to 80%

# The Cost/Ratio Dilemma

## Apple Reports Q2 2018 Results: \$13.8B Profit on \$61.1B Revenue, 52.2M iPhones

Tuesday May 1, 2018 1:38 pm PDT by [MacRumors Staff](#)

Apple today [announced](#) financial results for the second fiscal quarter of 2018, which corresponds to the first calendar quarter of the year.

For the quarter, Apple posted revenue of \$61.1 billion and net quarterly profit of \$13.8 billion, or \$2.73 per diluted share, compared to revenue of \$52.9 billion and net quarterly profit of \$11.0 billion, or \$2.10 per diluted share, in the [year-ago quarter](#). The revenue, profit, and earnings per share numbers were records for any second fiscal quarter in the company's history.



Gross margin for the quarter was 38.3 percent, compared to 38.9 percent in the year-ago quarter, with international sales accounting for 65 percent of revenue. Apple also declared an increased quarterly dividend payment of \$0.73 per share, up from \$0.63. The dividend is payable on May 17 to shareholders of record as of May 14.

In addition to the increase in the dividend payment, Apple says it will start a new share repurchase authorization of \$100 billion and the company says it expects to wrap up its previous \$210 billion repurchase authorization by the end of the current quarter.

# The Product or Hope or Misery Dilemma

*Which approach will raise the most money?*



# The Product or Hope or Misery Dilemma

*Which approach will raise the most money?*



Deng Adut

# The Product or Hope or Misery Dilemma

*Which approach will raise the most money?*



Alan Kurdi

# The Crowded Market Dilemma

## Olive, 92, plunged to death after receiving up to 3,000 pleas from charities every year

OLIVE Cooke, 92, took her life after being deluged with requests from charities for donations when her contact details were sold by more than 20 professional database companies. Mrs Cooke, at the time Britain's longest-serving poppy seller, was found dead near the Clifton Suspension Bridge in Bristol in May 2015.

By GILLIAN CRAWLEY

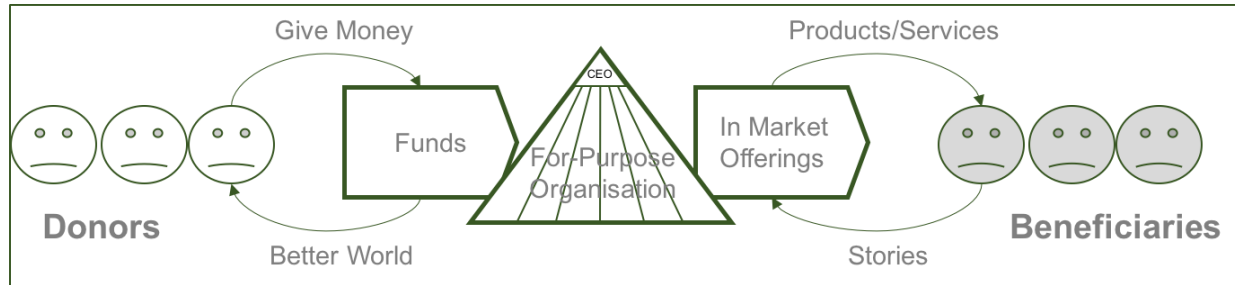
PUBLISHED: 00:55, Sat, Sep 8, 2018 | UPDATED: 01:03, Sat, Sep 8, 2018



# For-Profit and For-Purpose Organisations



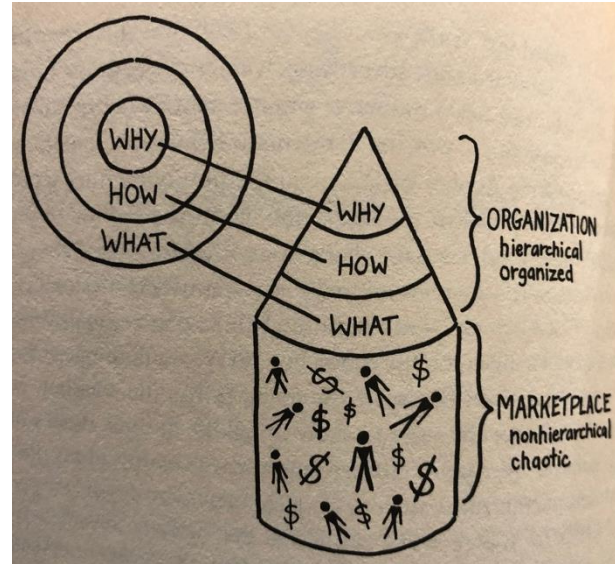
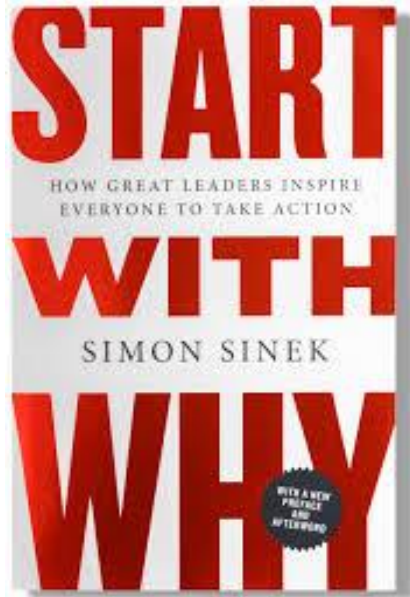
# For-Profit and For-Purpose Organisations



# There is plenty advice



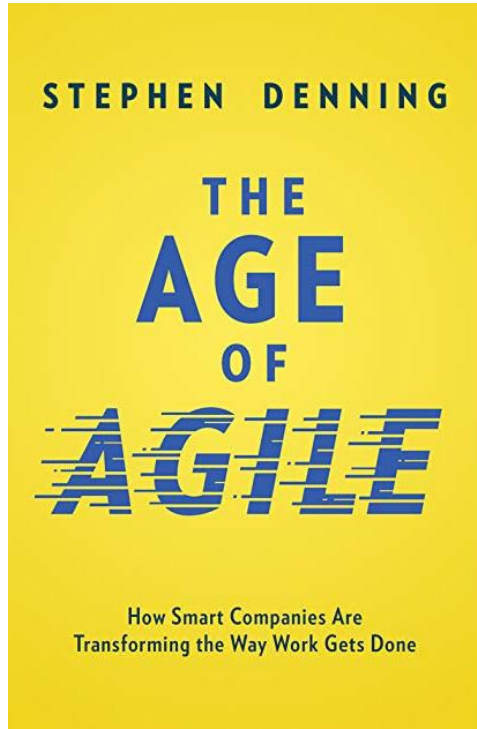
# Simon Sinek: *Start with Why*, But what about How



*“The Golden Circle needs to be three-dimensional. The good news is, it is. It is, in fact, a top-down view of a cone. Turn it on its side and you can see its full value.*

*The cone represents a company or an organization – an inherent hierarchical and organized system.”*

# Stephen Denning: *The Age of Agile*



1. Law of the Small Team
2. Law of the Customer
3. Law of the Network

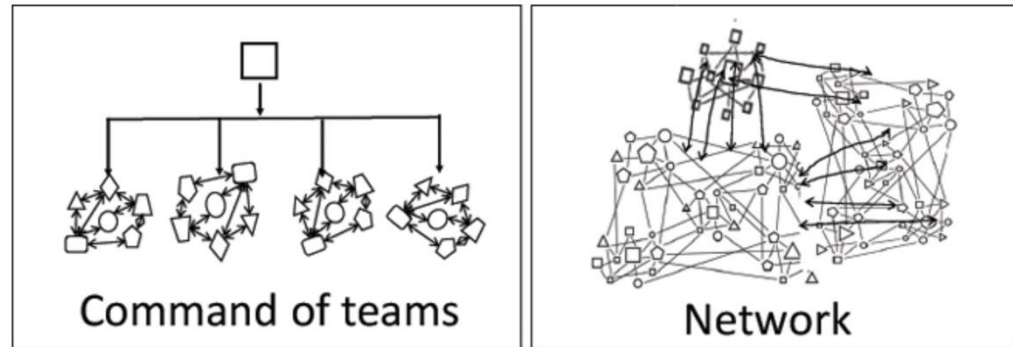
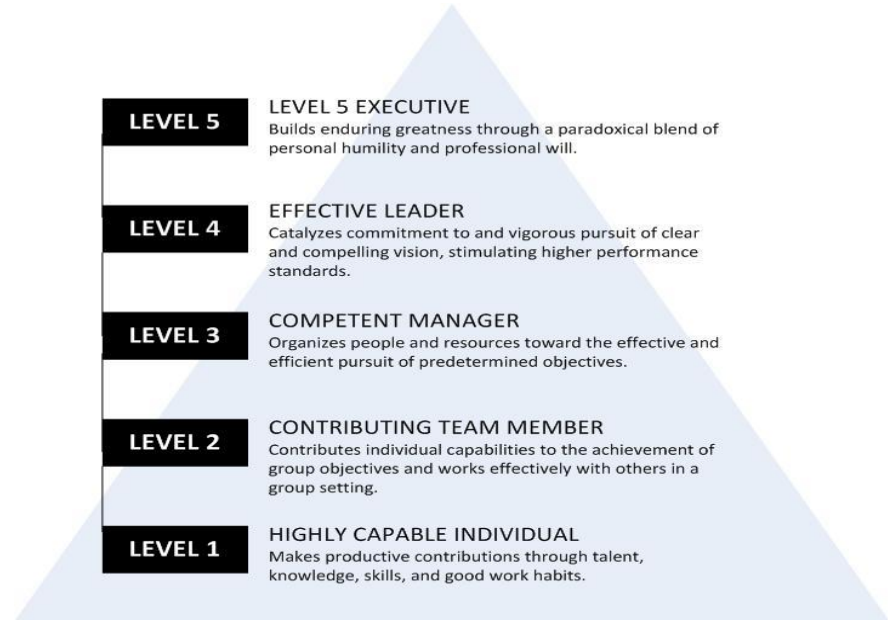
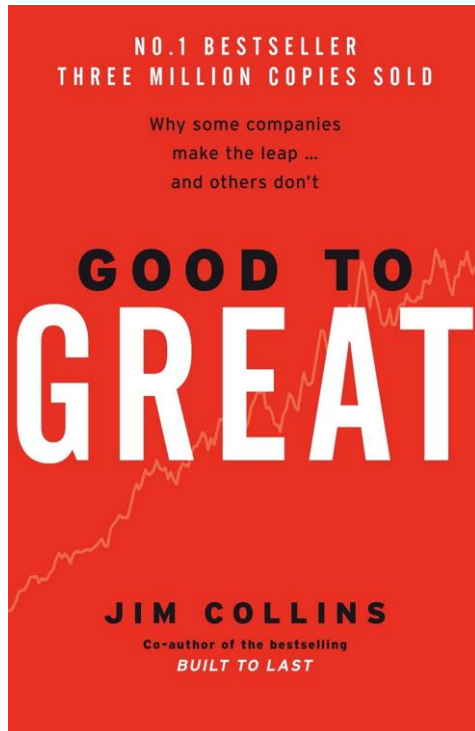


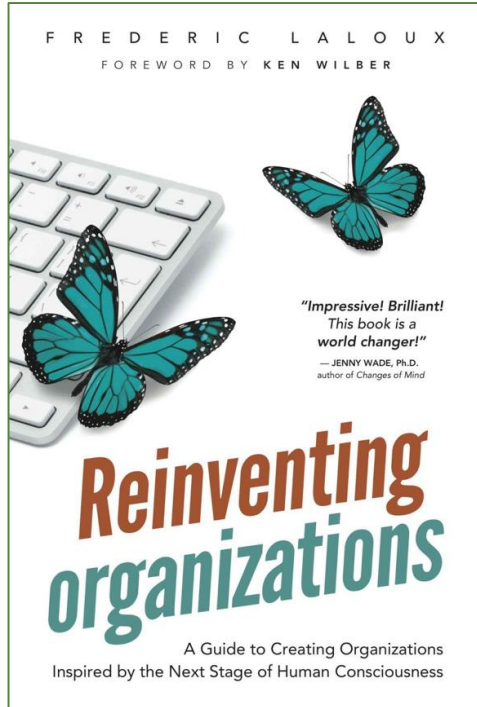
Figure 4-1. The difference between command of teams and a network.

# Jim Collins: Good to Great



Level 5 Leadership

# Frederic Laloux: Reinventing Organisations



## Evolutionary – Teal

- Self Management
- Wholeness
- Evolutionary Purpose

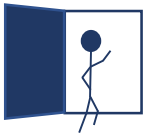
## Pluralistic - Green

## Achievement - Orange

## Conformist - Amber

*Potential*

*Time*



*Opportunity*

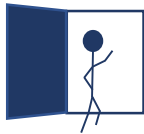
PLANNING {timeframe}  
DOING {activity}  
LEADING {role}  
BELONGING {worldview}



Life Development {Potential, Time, Opportunity}

Potential

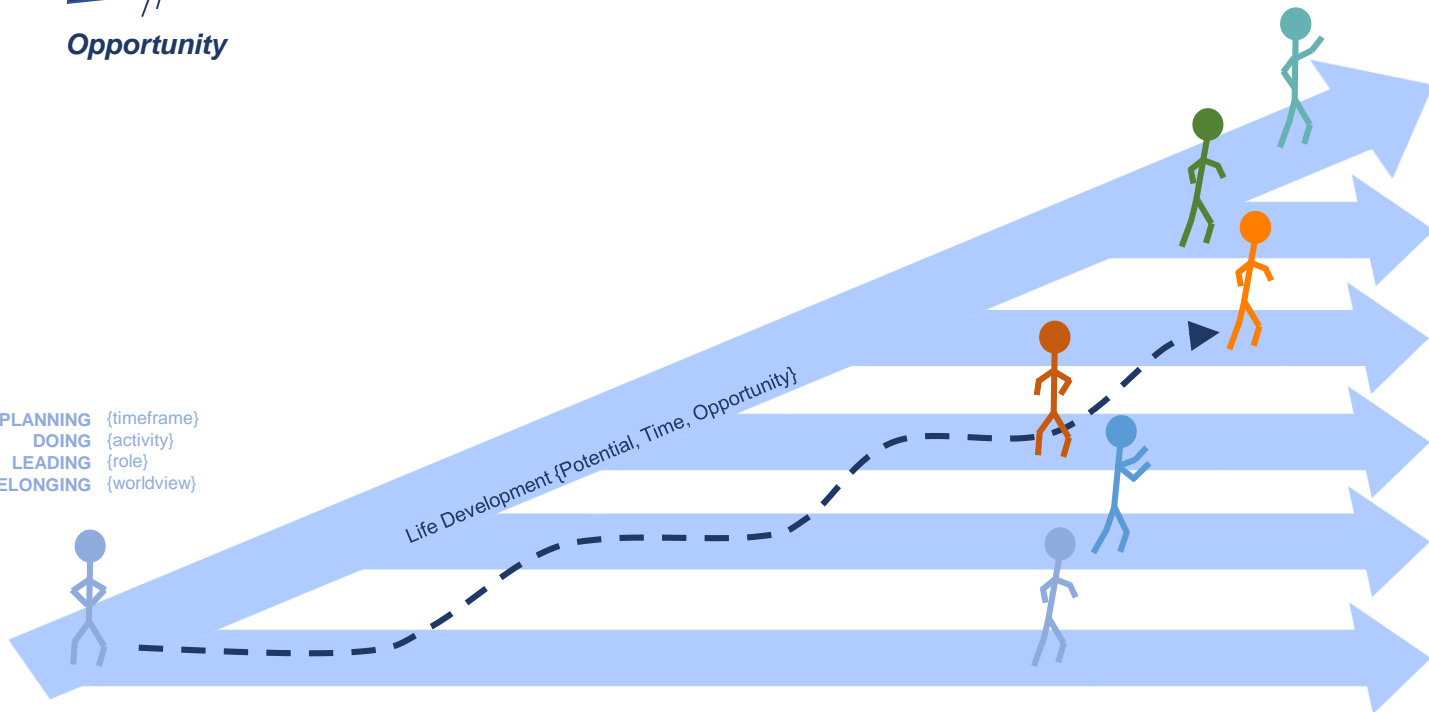
Time



Opportunity

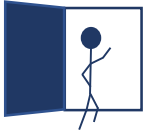
PLANNING {timeframe}  
DOING {activity}  
LEADING {role}  
BELONGING {worldview}

Life Development {Potential, Time, Opportunity}



Potential

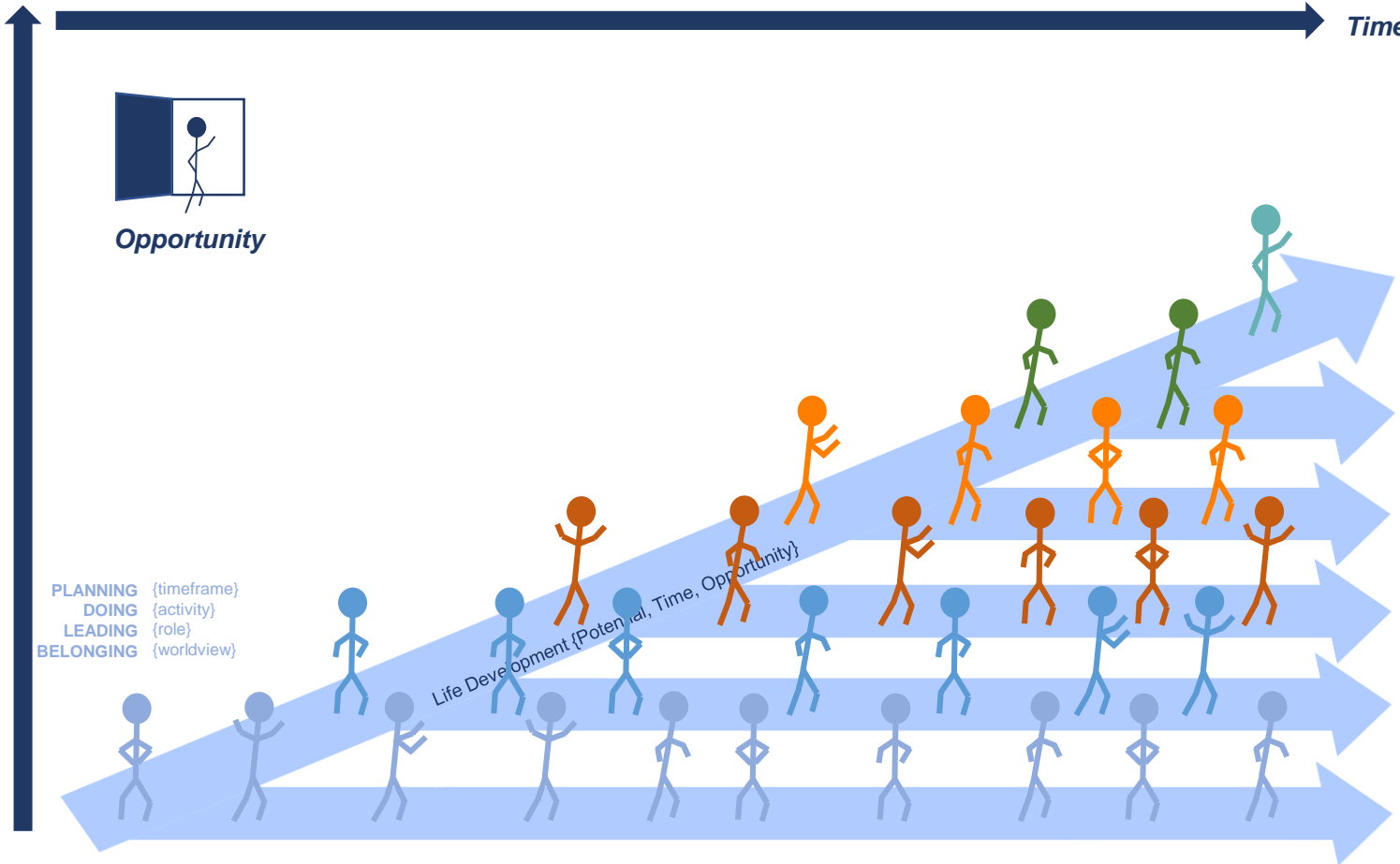
Time



Opportunity

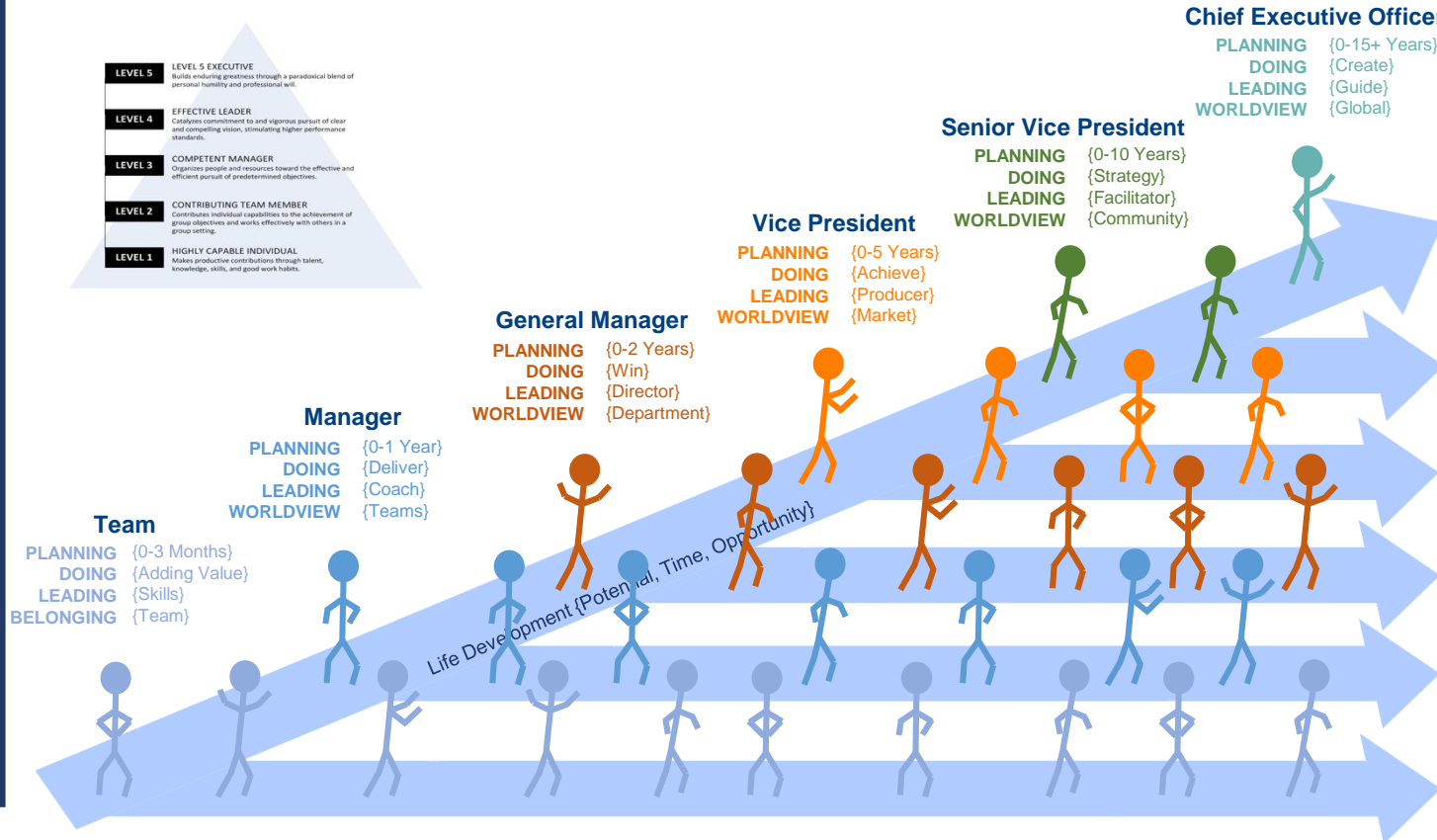
PLANNING {timeframe}  
DOING {activity}  
LEADING {role}  
BELONGING {worldview}

Life Development {Potential, Time, Opportunity}



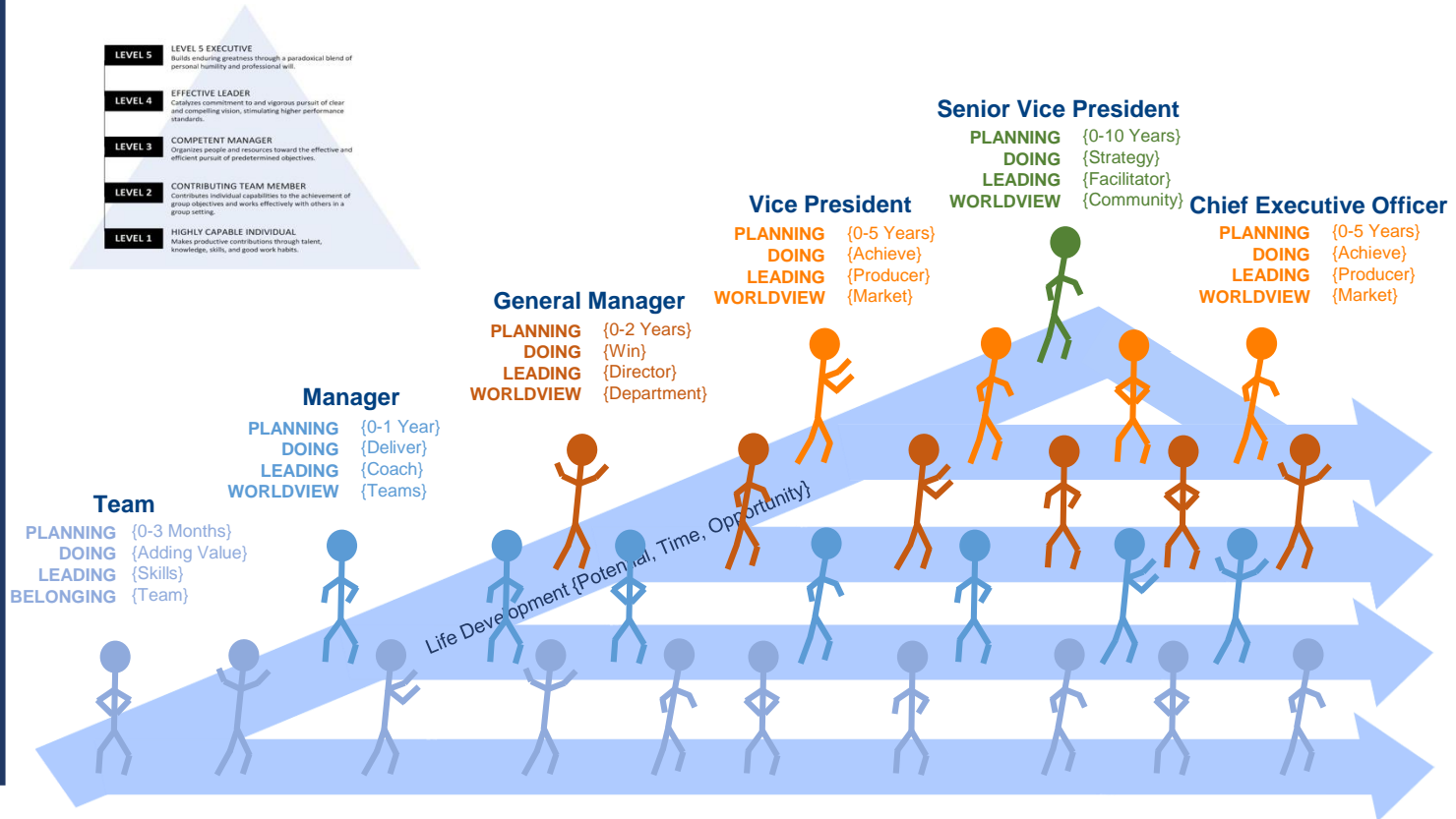
Potential

Time



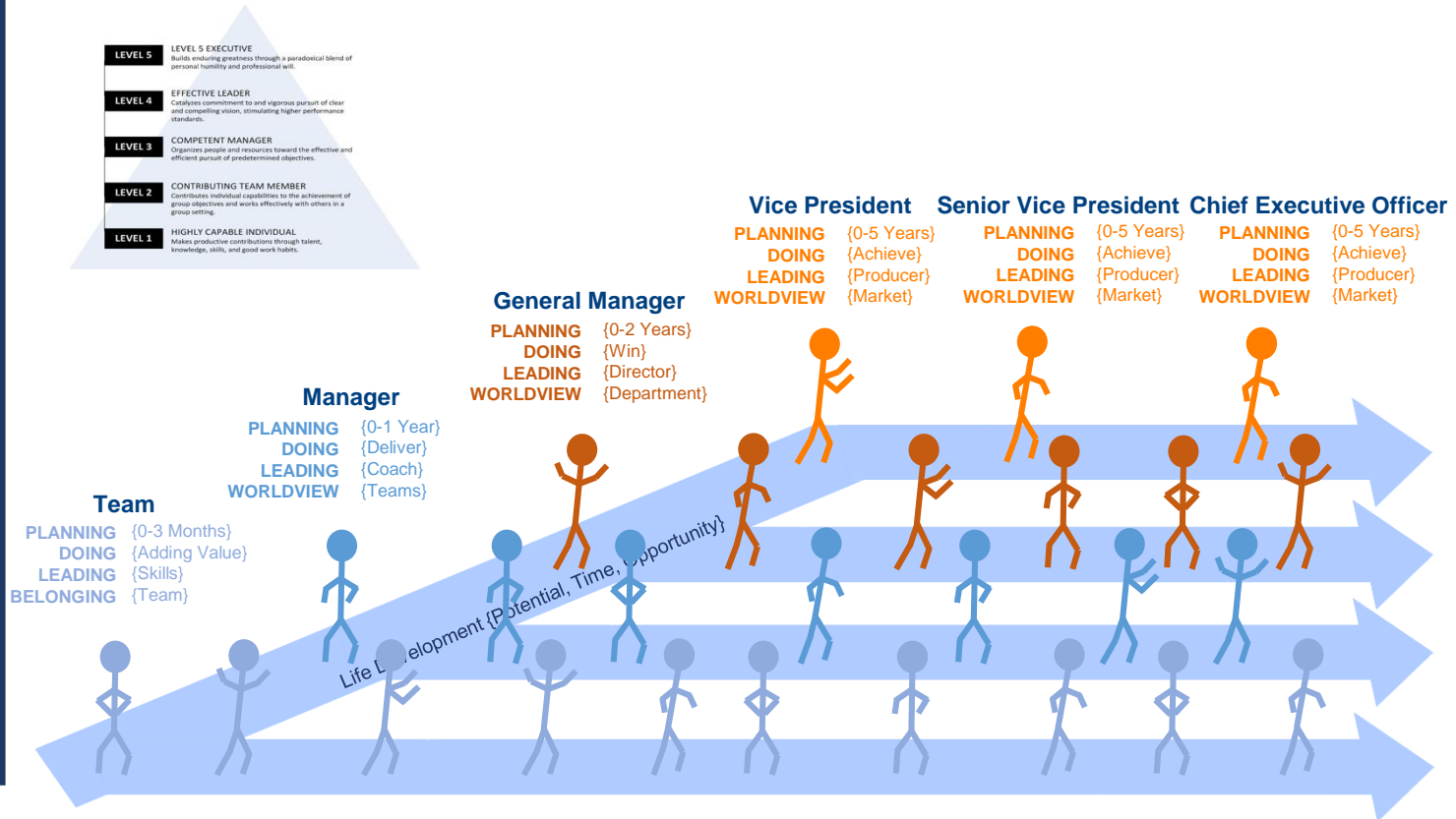
Potential

Time



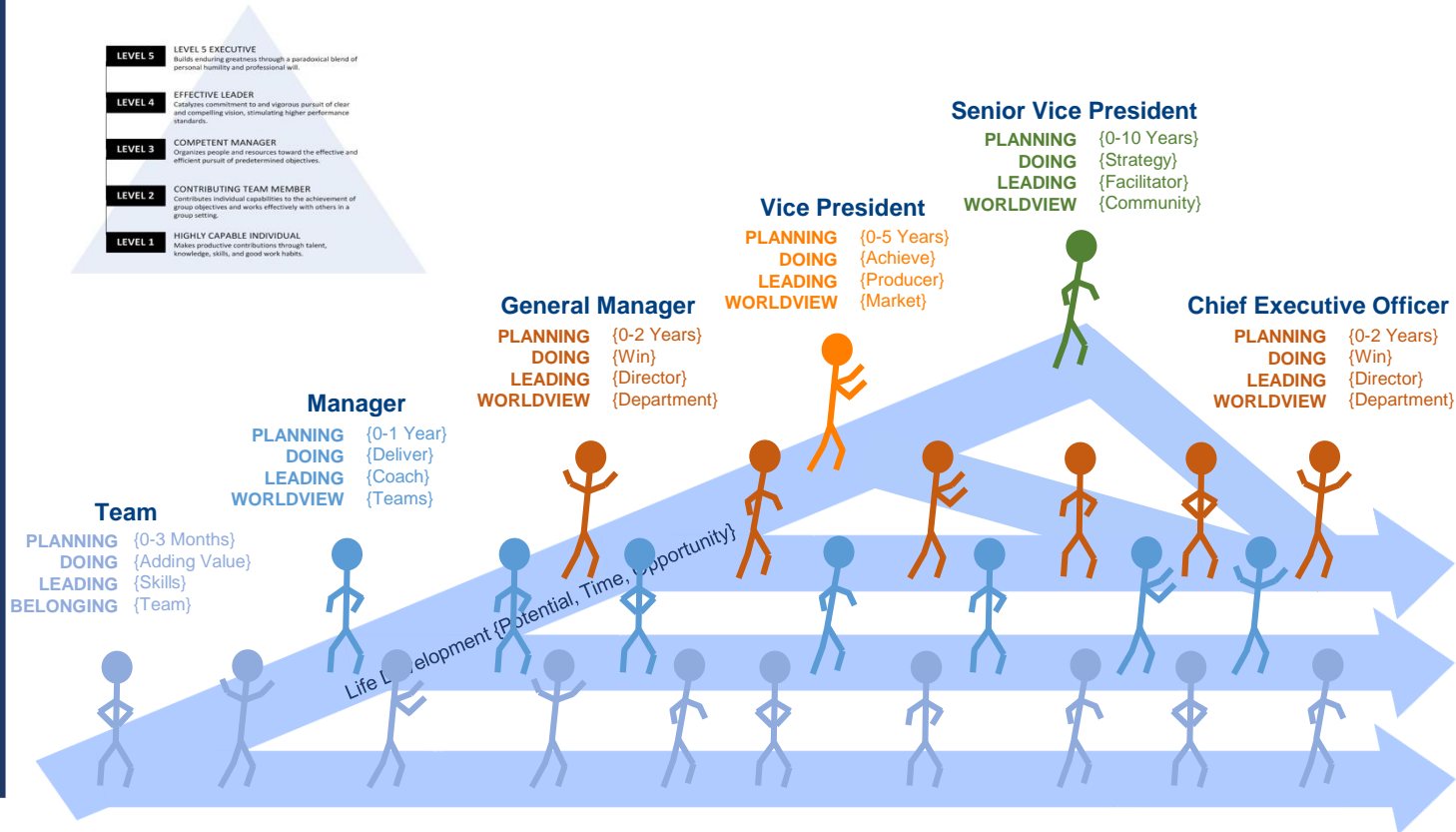
Potential

Time



Potential

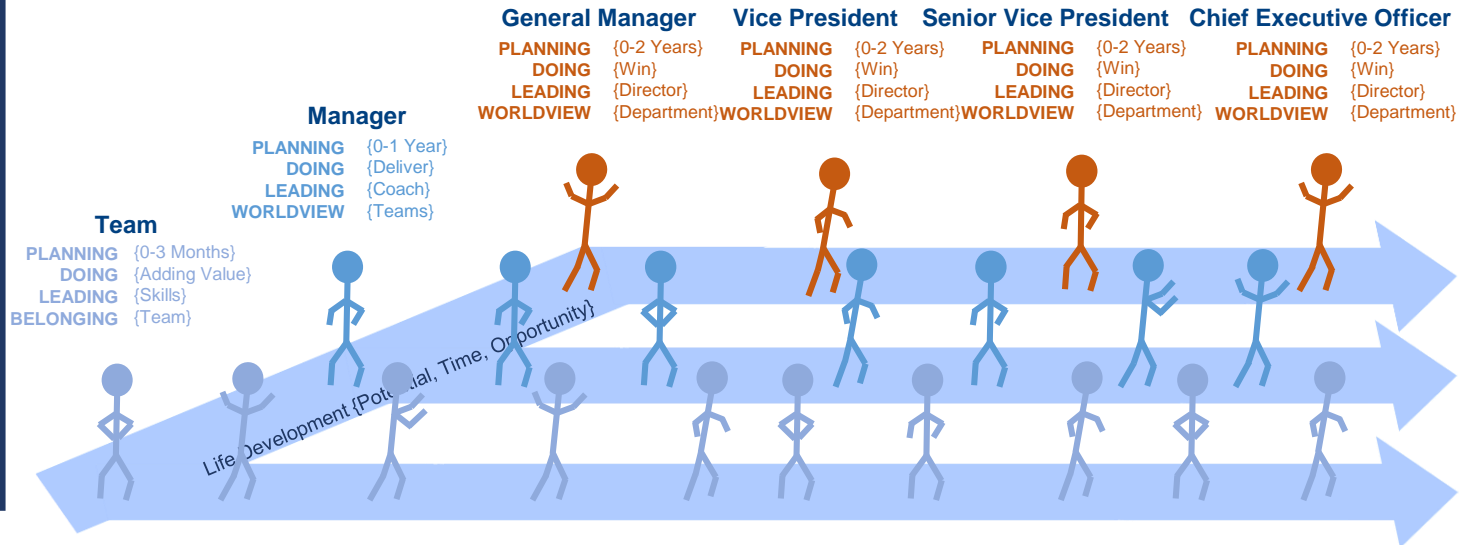
Time



Potential

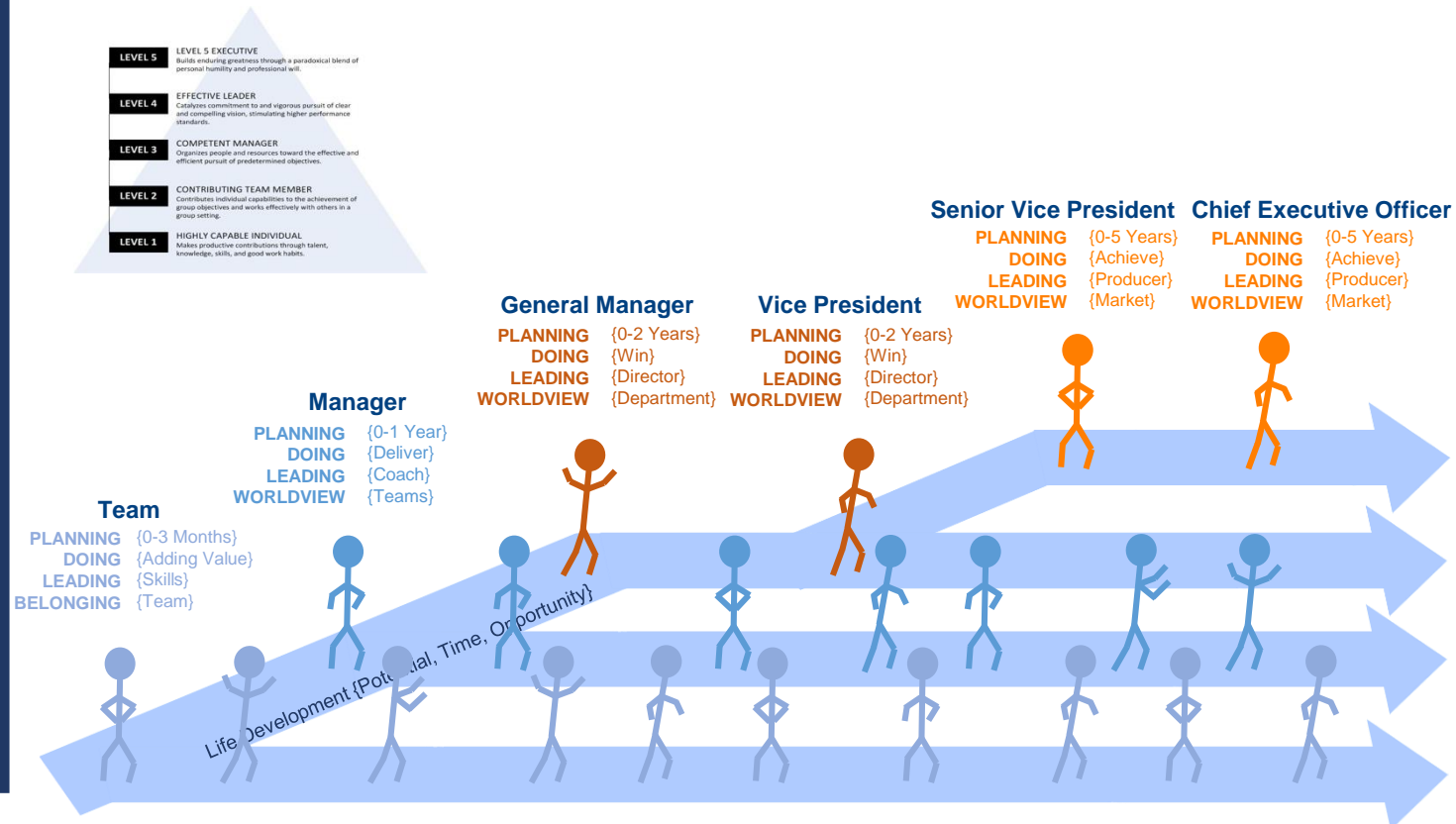
Time

LEVEL 5	EXECUTIVE Builds enduring greatness through a paradoxical blend of personal humility and professional will.
LEVEL 4	EFFECTIVE LEADER Catalyzes commitment to and vigorous pursuit of clear and compelling vision, stimulating higher performance standards.
LEVEL 3	COMPETENT MANAGER Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.
LEVEL 2	CONTRIBUTING TEAM MEMBER Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.
LEVEL 1	HIGHLY CAPABLE INDIVIDUAL Makes productive contributions through talent, knowledge, skills, and good work habits.

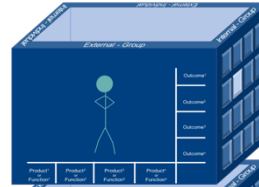


Potential

Time

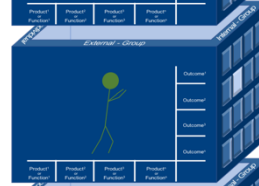


Chief Executive Officer



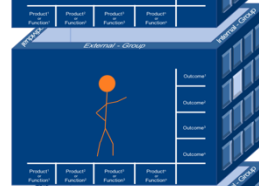
up to 15+ Years

Senior Vice President



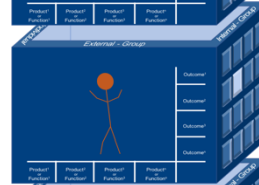
up to 10 Years

Vice President



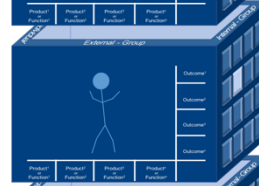
up to 5 Years

General Manager



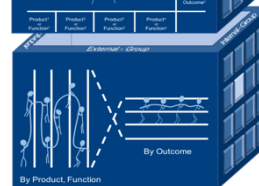
up to 2 Years

Manager

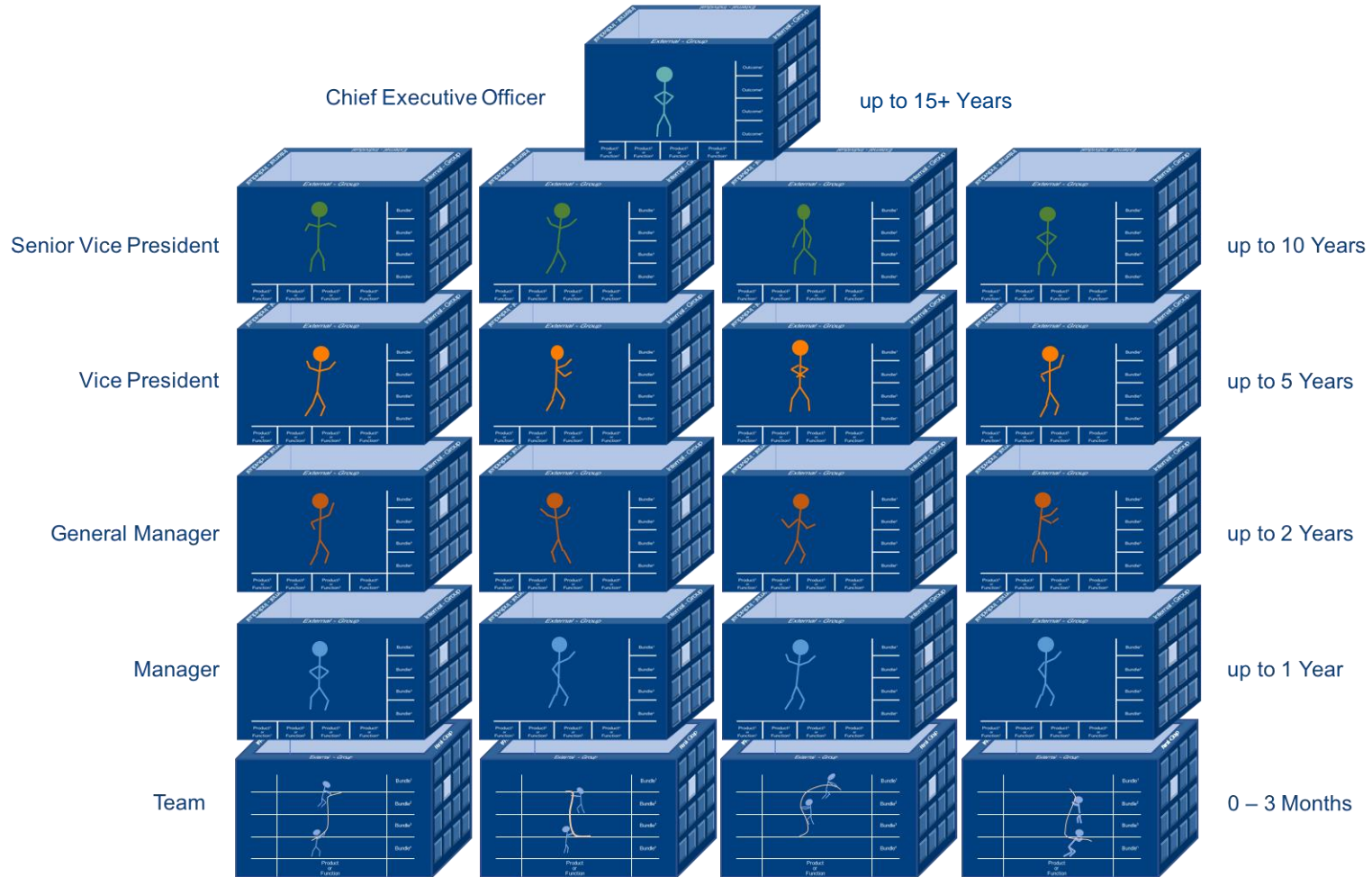


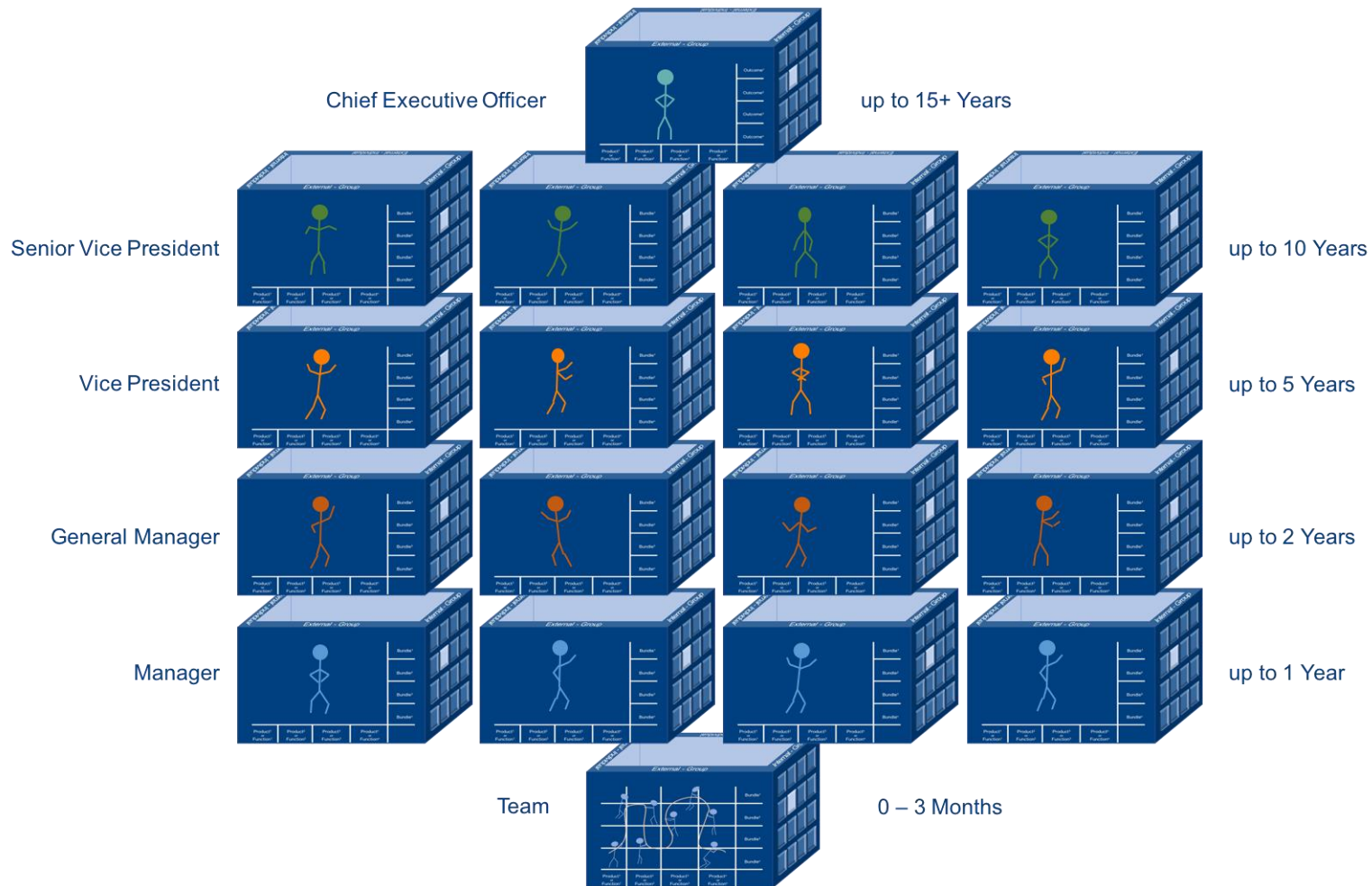
up to 1 Year

Team



0 – 3 Months





up to 15+ Years

Chief Executive Officer



up to 10 Years

Senior Vice President



up to 5 Years

Vice President



up to 2 Years

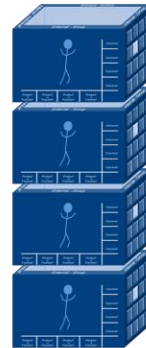
Manager

General Manager

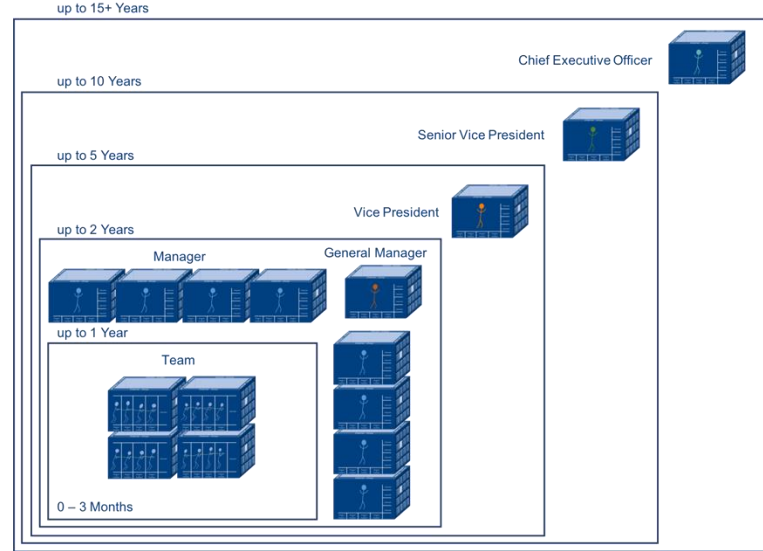
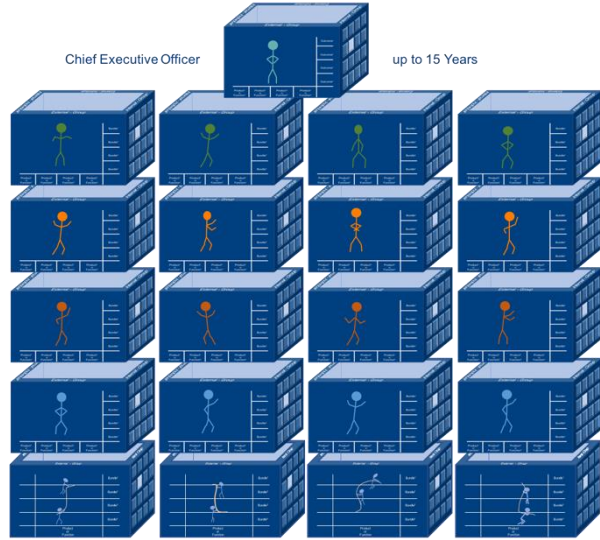


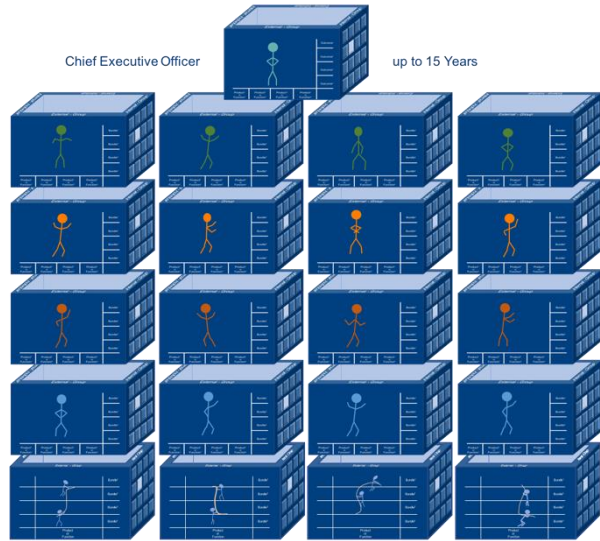
up to 1 Year

Team



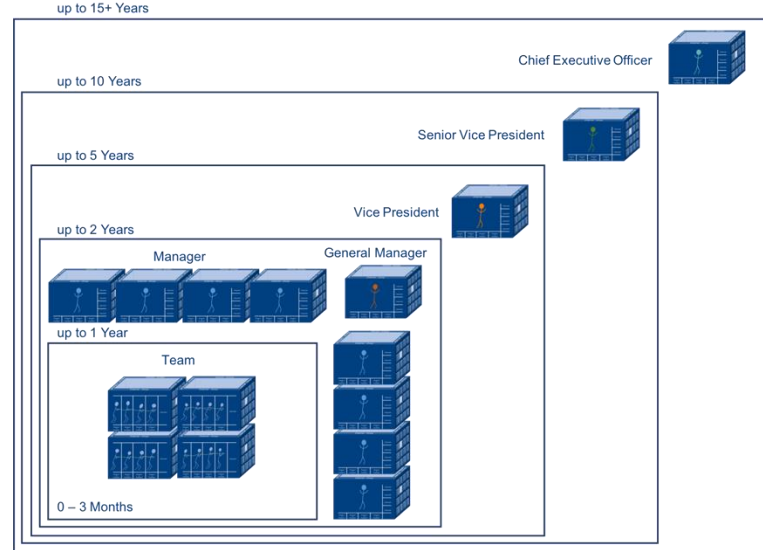
0 – 3 Months





## Function Based Structure

But not Function Based Operations



## Mission Based Operations

Mission Based Operations and where  
feasible Mission Based Structure



Mission Based Operations led to Outcome Managers



## Function Based Operations led to Functional Managers

The division of labour in pin manufacturing  
(and the great increase in the quantity of work that results)

## Function-Based Vertical Operations

### Chief Executive Officer

 **PLANNING** {0-5 years}  
**DOING** {Achieve}  
**LEADING** {Producer}  
**BELONGING** {Market}

### Senior Vice President

 **PLANNING** {0-5 years}  
**DOING** {Achieve}  
**LEADING** {Producer}  
**BELONGING** {Market}

### Vice President

 **PLANNING** {0-2 years}  
**DOING** {Win}  
**LEADING** {Director}  
**BELONGING** {Department}

### General Manager

 **PLANNING** {0-2 years}  
**DOING** {Win}  
**LEADING** {Director}  
**BELONGING** {Department}

### Manager

 **PLANNING** {0-1 year}  
**DOING** {Deliver}  
**LEADING** {Coach}  
**BELONGING** {Teams}

### Team

 **PLANNING** {0-3mths}  
**DOING** {Value Add}  
**LEADING** {Expert}  
**BELONGING** {Team}

**Mission:** To be the best in our Market  
**Measurement:** Revenue/Year/QTR  
Market Share  
Share Price

**Manifestations:** Top down Budgets  
Leverages Price and Costs  
Straight line focused  
**Management Model:** Product Based (value is based on producing better products)

**Nested Mission:** To be the best Department  
**Measurement:** Output of the department  
Activity not Progress  
Internal Focus  
**Manifestations:** Pursues Efficiency  
Micro Management  
Many meetings for coordination, disputes  
**Management Model:** Function Based (value is based on activity of the function)

**Nested Mission:** To be the best Team  
**Measurement:** Activity of the Team  
Skill levels  
**Manifestations:** Empowerment with no Accountability  
No feedback loops  
Many, many meetings  
**Management Model:** Lots of administration work  
Skills Based (value is based on functional skills)

## Mission-Based Recursive Operations

### Chief Executive Officer

 **PLANNING** {0-15+ years}  
**DOING** {Create}  
**LEADING** {Guide}  
**BELONGING** {Global}

### Senior Vice President

 **PLANNING** {0-10 years}  
**DOING** {Strategy}  
**LEADING** {Facilitator}  
**BELONGING** {Community}

**Mission:** To select the best Mission for the Organization to pursue  
**Measurement:** Global Changes, Opportunities, Threats  
Alignment of Outcome(s) and Solution(s) to the Mission  
**Manifestations:** Policies, Principles, Timespan based Delegations, Ecosystem level engagement  
Disruption radar turned on  
**Management Model:** Longevity Based (value is based on leading for the long term)

### Vice President

 **PLANNING** {0-5 years}  
**DOING** {Achieve}  
**LEADING** {Producer}  
**BELONGING** {Market}

**Nested Mission:** To select the best Solution(s) that deliver Outcomes aligned to the Mission.  
**Measurement:** Customer Needs  
Market Changes  
**Manifestations:** Innovation Opportunities / Threats  
External Focus  
Pursues Effectiveness  
Progress not Activity  
Help teams to be effective, course correct and remove roadblocks  
**Management Model:** Solution Based (value is based on offering a complete ecosystem solution, including commercially)

### General Manager

 **PLANNING** {0-2 years}  
**DOING** {Win}  
**LEADING** {Director}  
**BELONGING** {Department}

### Manager

 **PLANNING** {0-1 year}  
**DOING** {Deliver}  
**LEADING** {Coach}  
**BELONGING** {Teams}

**Nested Mission:** To deliver the best quality solution(s) "fit for purpose" for the Customers  
**Measurement:** Customer Engagement  
Customer Value creation  
**Manifestations:** Customer needs drive skills development  
Meetings replaced by working together  
Ownership = Empowerment + Accountability (feedback loops)  
**Management Model:** Service Based (value is based on delivering Customers' Outcome(s))

### Team

 **PLANNING** {0-3mths}  
**DOING** {Value Add}  
**LEADING** {Expert}  
**BELONGING** {Team}

up to 15+ Years

Chief Executive Officer



up to 10 Years

Senior Vice President



up to 5 Years

Vice President



up to 2 Years

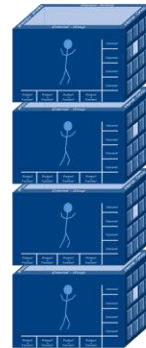
Manager

General Manager



up to 1 Year

Team



0 – 3 Months

# Mission-to-Market Map

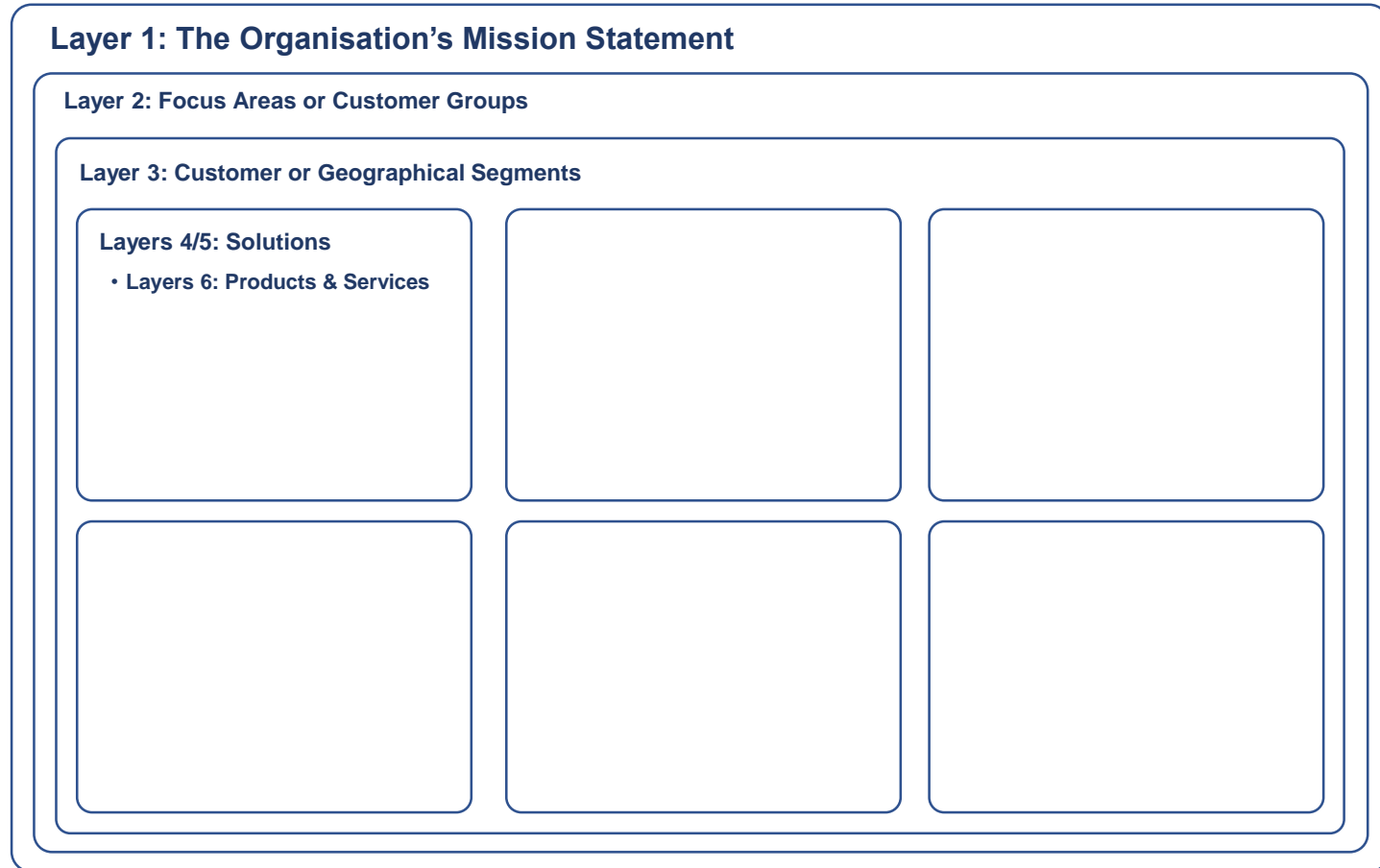
## Layer 1: The Organisation's Mission Statement

### Layer 2: Focus Areas or Customer Groups

#### Layer 3: Customer or Geographical Segments

##### Layers 4/5: Solutions

- Layers 6: Products & Services



# Mission-to-Market Map: Disney Corporation

**Layer 1: Disney Corporation:** *World's leading producers and providers of entertainment and information*

**Layer 2: Focus Area –** *Family Entertainment*

**Layer 3: Theme Parks –** *Fun and Learning for the Whole Family*

**Layer 4: Theme Park Location, Disney World Orlando, Florida**

**Layer 5: Magic Kingdom –** *The Happiest Place on Earth*



**Layer 5: Epcot –** *Tomorrow World and World Showcase*

**Layer 5: Animal Kingdom –** *Nature and Conservation*

**Layer 5: Hollywood Studios –** *Entertainment and Action*

**A JUST WORLD FOR CHILDREN.  
EQUALITY FOR GIRLS.**



# Mission-to-Market Map: Plan International

**Layer 1: We strive for a just world that advances children's rights and equality for girls.**

**Layer 2: Plan International Australia**

**Layer 3: Equality for Girls**

**Layers 4: Africa**

**Layers 4: Asia**

**Layers 4: Pacific**

**Layers 4: Australia**

**Layers 5: Country/State/Area: Because I am a Girl**

**Six Thematic Areas**

- Teen pregnancy and Sexual and Reproductive Health Rights
- Freedom from fear and violence
- Learning for life
- Economic and political empowerment
- Female genital mutilation and child marriage
- Girls in emergencies

**Example Project Themes**

- Education
- Economic Empowerment
- Early Childhood Care and Development
- Sexual and Reproductive Health and Rights
- Citizenship/Participation
- Disasters/Climate Change Conflict
- Health
- Gender Based Violence
- Water, Sanitation and Hygiene
- Child, Early and Forced Marriage
- Inclusion
- Female Genital Mutilation
- Sport
- Masculinity

# Plan International Because I am a Girl

## Chief Executive Officer



## Senior Vice President



**Mission:** *We strive for a just world that advances children's rights and equality for girls.*

**Measurement:** Quantifiable improvement in policy makers, service providers and government support for gender equality and girls' rights.

**Manifestations:** Girls lives will be improved by the benefits of an enabling environment arising from communities that protect, respect and fulfil their rights and enhance their opportunities and life choices.

**Management:** Implementation of the Outcome Manager approach

**Model** To work with all parties in the ecosystem to positively impact the lives of 400 million girls.

## Vice President



## General Manager



**Nested Mission:** Equality for Girls.

**Measurement:** Plan programs in countries reflect sound gender equality practice  
Key Indicators of change across six thematic areas

**Manifestations:** Country/State/Area selection based on needs, not a solution looking for a problem.  
Engaging with all participants to learn and implement the best program approaches and by the best whom  
Directing teams to work across functions and partners

**Management:** Region (Outcome) Manager(s) – Australia, Pacific, Asia, Africa

**Model** Leading cross-functional teams to deliver end to end programs.

## Manager



## Team



**Nested Mission:** To deliver the best quality BIAAG solutions to deliver Equality for Girls

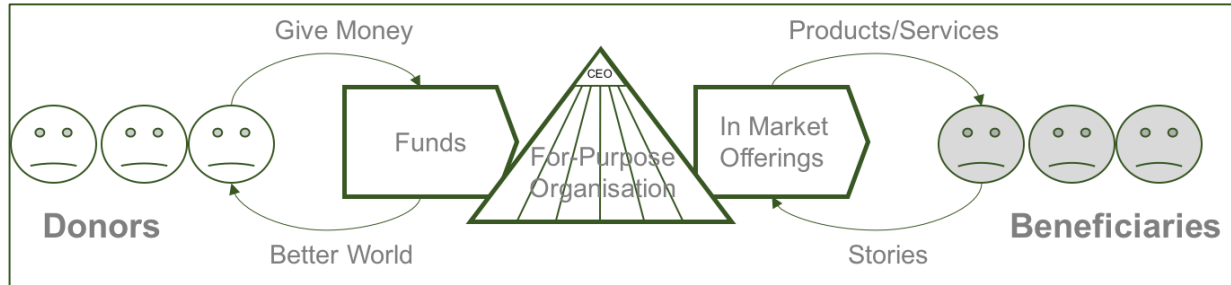
**Measurement:** Key indicators of change across the six thematic areas  
Outcome progress, not internal metrics like total funds raised

**Manifestations:** Develop and execute local implementation plans  
Ownership of outcomes

**Management:** Local decision making

**Model** Local (Outcome) Manager(s) in Country/State/Area

# For-Profit and For-Purpose Organisations



# The Six Fundraiser's Dilemmas



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6. The Pecking Order Dilemma

# Thank You

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