

Legacy of Leadership: A Case Study on the Vladimir Potanin Foundation



Goals for today

- Share an overview of our research and findings
- Discuss the Deliberate Leadership framework
- Explain how the Vladimir Potanin Foundation exemplifies Deliberate Leadership characteristics



Overview of Research

Observation: Many of the new world's new millionaires and billionaires are becoming philanthropists and social investors tackling complex problems.

Questions:

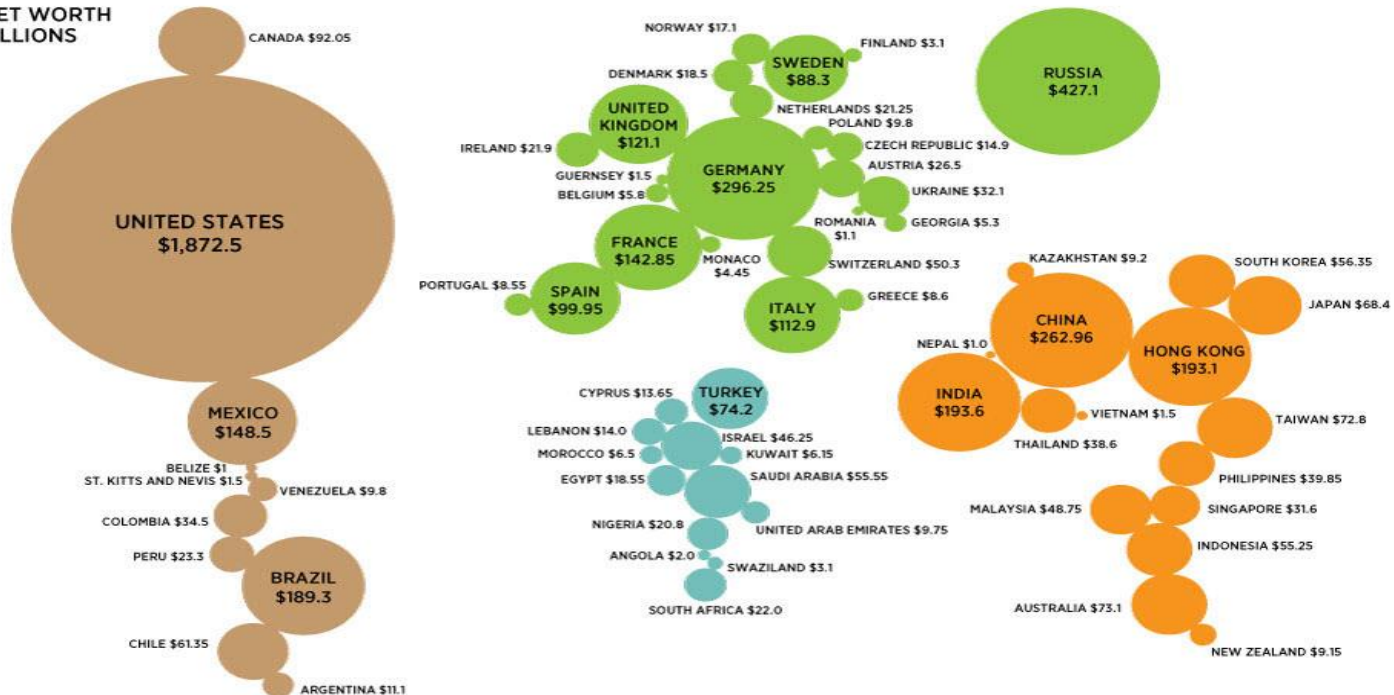
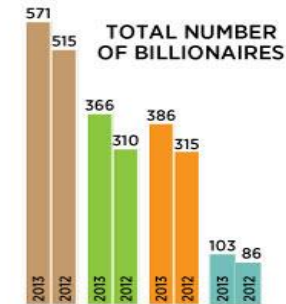
1. How are these high wealth individuals influencing philanthropy and social investing globally?
2. What are their skills? What are their challenges?
3. What are the most effective strategies for achieving positive impact?

Context of Research

Where the World's UHNWI Live



MAPPING THE WEALTH OF THE WORLD'S RICHEST



Scope of Our Research

1,000 Interviews Around the World



What keeps executives up at night?



Poverty



Food shortages



Greenhouse gases



Lack of clean water



Cyber-attacks



Volatile energy
prices

Unraveling Complexity



Research Products: Case Studies and Briefs



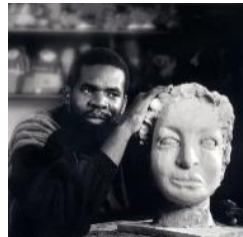
Vladimir Potanin
Foundation



WK Kellogg Foundation



BNY Mellon



MacArthur Foundation



Vodafone India



Thomson Reuters



ClimateWorks
Foundation



Afram Plains

Lessons Learned

- **Leadership** is key to setting culture
- **Operations** matter as much as strategy
- Leaders struggle when they don't listen to **community**
- **Partnerships** are critical to long-term impact
- **Context matters:** one size does not fit all

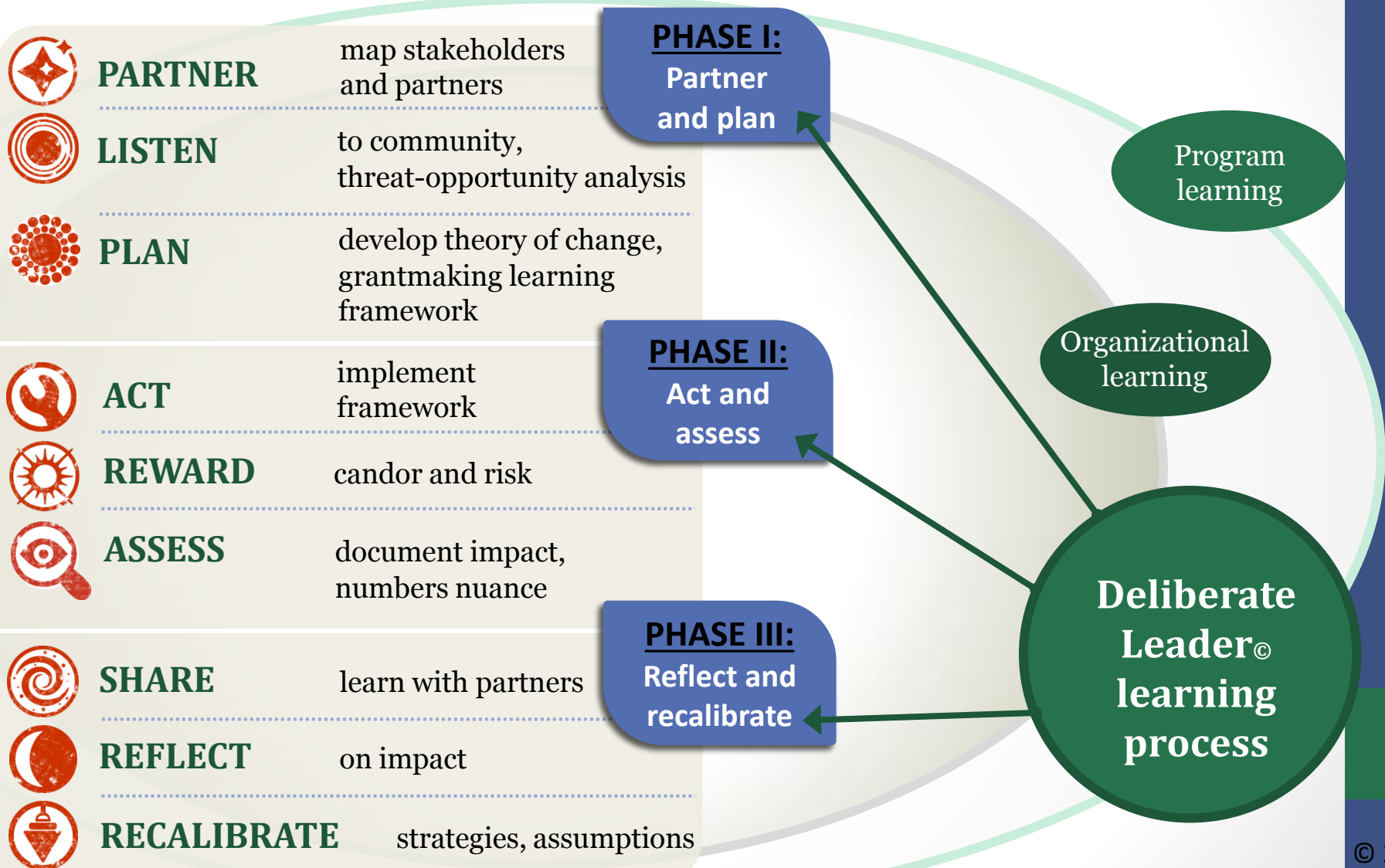


Deliberate Leadership

Deliberate Leaders Act with Intention:

- ❑ **Courage:** Recognize complexity & inter-connection
- ❑ **Collaboration:** Understand value of partnership
- ❑ **Community:** Learning how to build community internally and where you work
- ❑ **Candour:** Ability to talk about what is and isn't working, and redesign
- ❑ **Creativity:** Test what-if scenarios, accelerators and inhibitors of change
- ❑ **Compassion:** Be empathetic—not egotist
- ❑ **Capital:** Tapping social, environmental, and financial capital in context

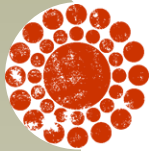
Deliberate Leadership® and Learning



Phase I: Partner and Plan

PLAN

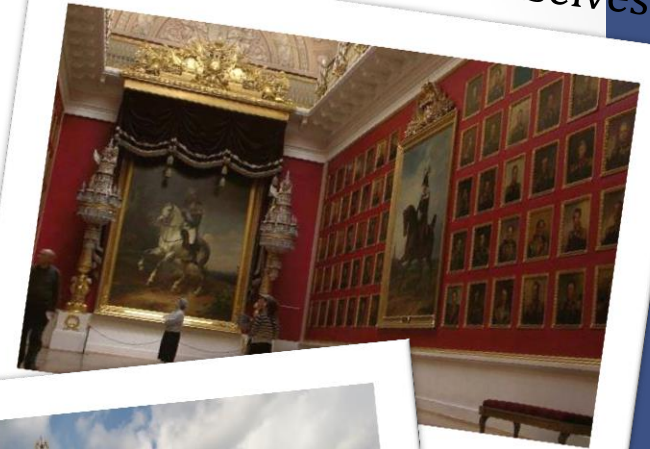
Mission



IF we support future leaders



Who are able to change themselves

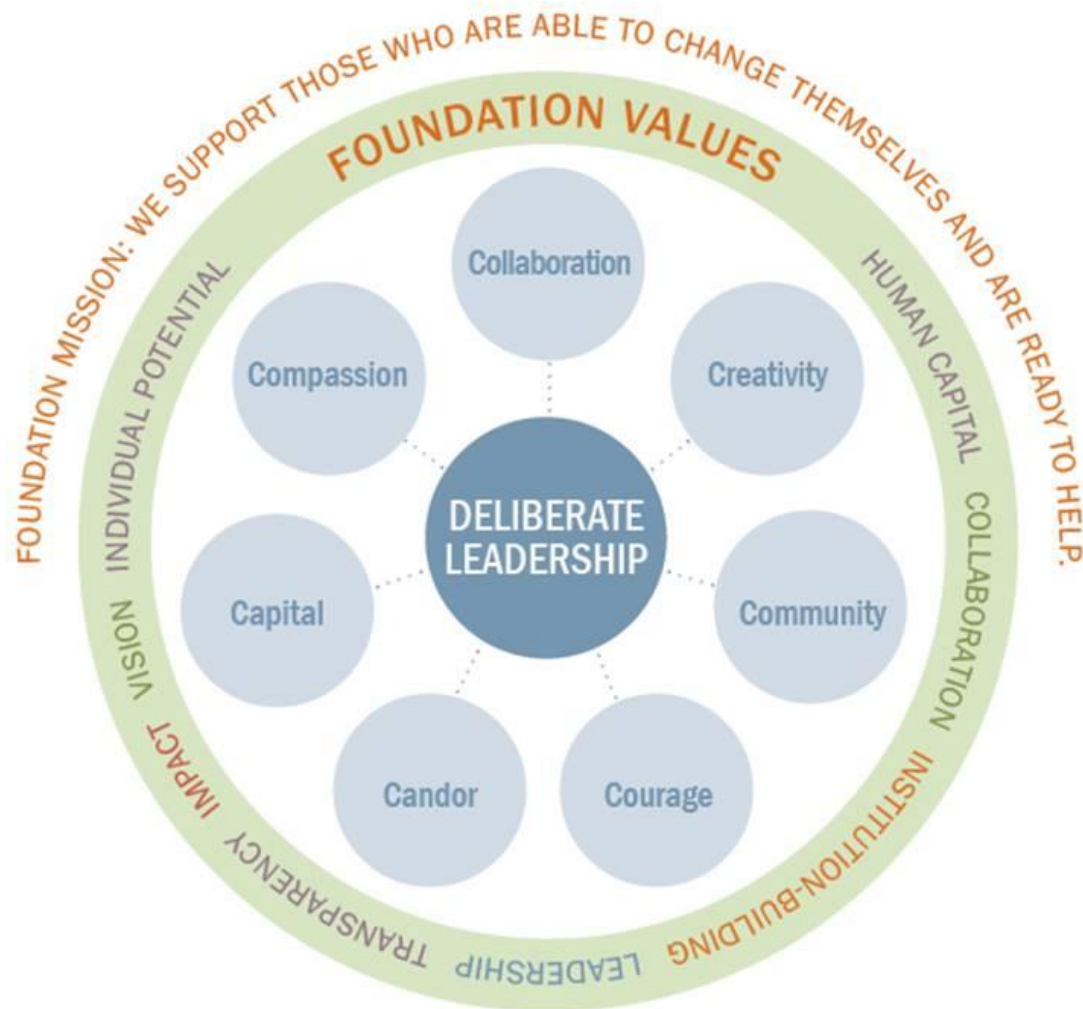


And help others



THEN . . . We will foster development of knowledge, professionalism, and philanthropy in Russia

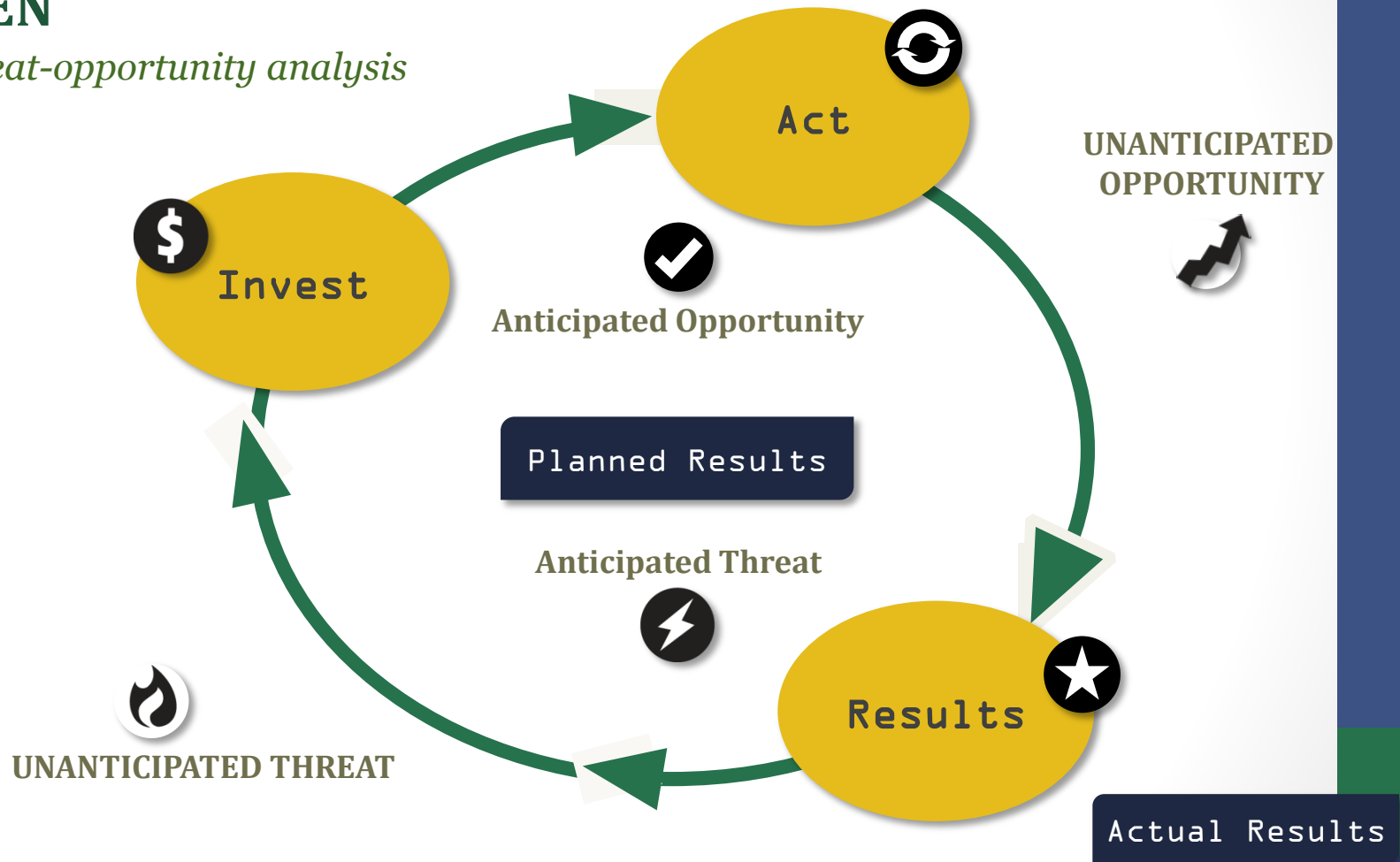
Potantin Foundation: Values and Beliefs



Phase I: Partner and Plan

LISTEN

Threat-opportunity analysis



Threats and Opportunities



LISTEN

Threat-opportunity analysis



Interviews and analysis showed:

- **Threat:** Limited opportunities to develop leadership skills.
- **Threat:** Poor public awareness of the value of philanthropy.
- **Opportunity:** Support next generation of leaders in Education, Arts, Culture, and Philanthropy Development.
- **Opportunity:** Promote research and public awareness about the value of giving, volunteering, and leadership.
- **Opportunity:** Show how the Potanin 'community' is creating change and inspiring others.

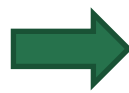
Phase II: Act and Assess

ACT

Implement framework



1999 – Foundation begins



The Spark: Finding ways to support the youth of Norilsk to learn and achieve.

Program Areas:

- Education
- Arts and Culture
- Philanthropy Development

Operates across the Federation and has partnerships in UK and EU

Phase II: Act and Assess

REWARD

Candor in uncertainty and risk



*“In online discussions, if there is a **critique of the Foundation’s practices**, it is followed by a discussion. The Foundation is willing and open to address such things...” – Interview participant*

*“It [**the Foundation**] is **constantly learning** and changing and learning from its mistakes.” – Interview participant*



*“Foundation **staff demonstrate the values** of following the laws and being transparent.” – Interview participant*

Phase II: Act and Assess

REWARD

Candor in uncertainty and risk



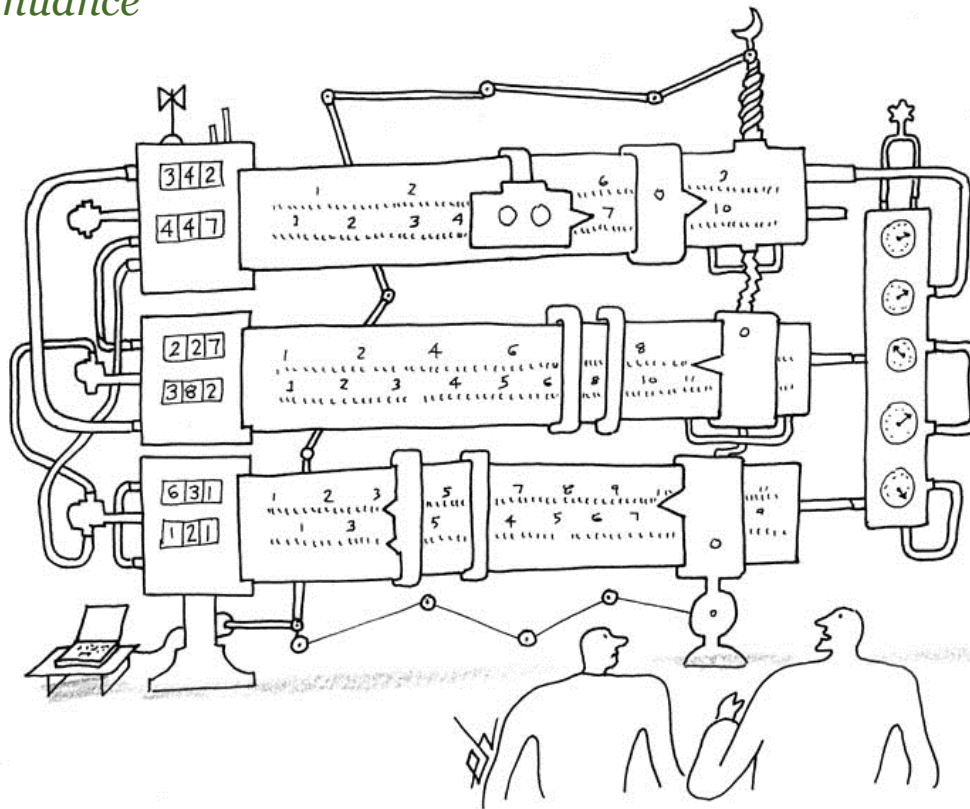
Two major program refinements that occurred as a result of evolving student, grantee, and field needs:

- Education programs were refined in 2013 to focus more on supporting the initiatives of Master's level students and on professors' research and community projects.
- *A Changing Museum in a Changing World* changed in 2014 to deepen the professionalization process, enhance creativity, and foster collaboration across institutions.

Phase II: Act and Assess

ASSESS

Numbers and nuance



“Well, it’s as we suspected—twelve inches equals a foot.”

Phase II: Act and Assess

ASSESS

Numbers and nuance



Numbers – examples of quantitative impact

- Over US\$150 million invested over 15 years.
- 18,000 scholarships awarded across Russia
- 24 leaders trained in endowment development.
- 206 *Changing Museum in a Changing World* projects funded.



Phase II: Act and Assess

ASSESS

Numbers and nuance



Nuance: Examples of qualitative impact

- Nurtured collaboration across fields and disciplines to enhance analysis and problem solving.
- Increased leadership strategies to promote creativity in arts and culture organizations/institutions.
- Led the growth of philanthropy infrastructure (and endowments) and encouraged debate, discussion, and refinement of the field.

Phase II: Act and Assess

ASSESS

Numbers and nuance



How Stakeholders Contribute to the Foundation's Process

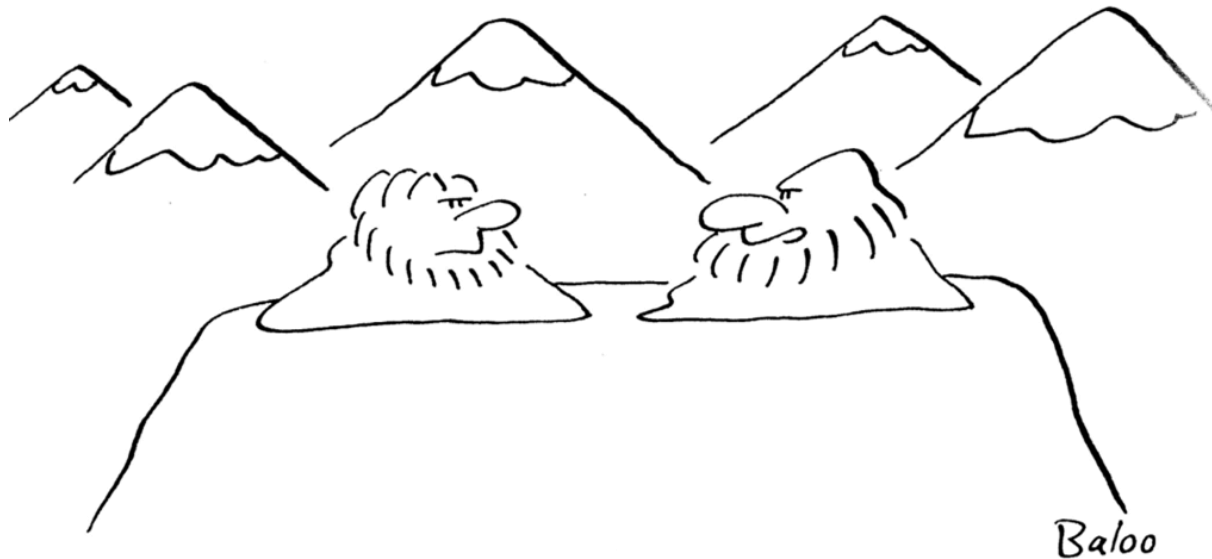


- Respond to formal grantee surveys.
- Participate in online discussions
- Write grantee diaries.
- Form communities to share the Foundation's values.
- Support other grantees and applicants to develop skills.

Phase III: Reflect and Recalibrate

SHARE

Learn with partners



**“Of course the meaning of life
has practical applications!”**

Phase III: Reflect and Recalibrate

SHARE

Learn with partners

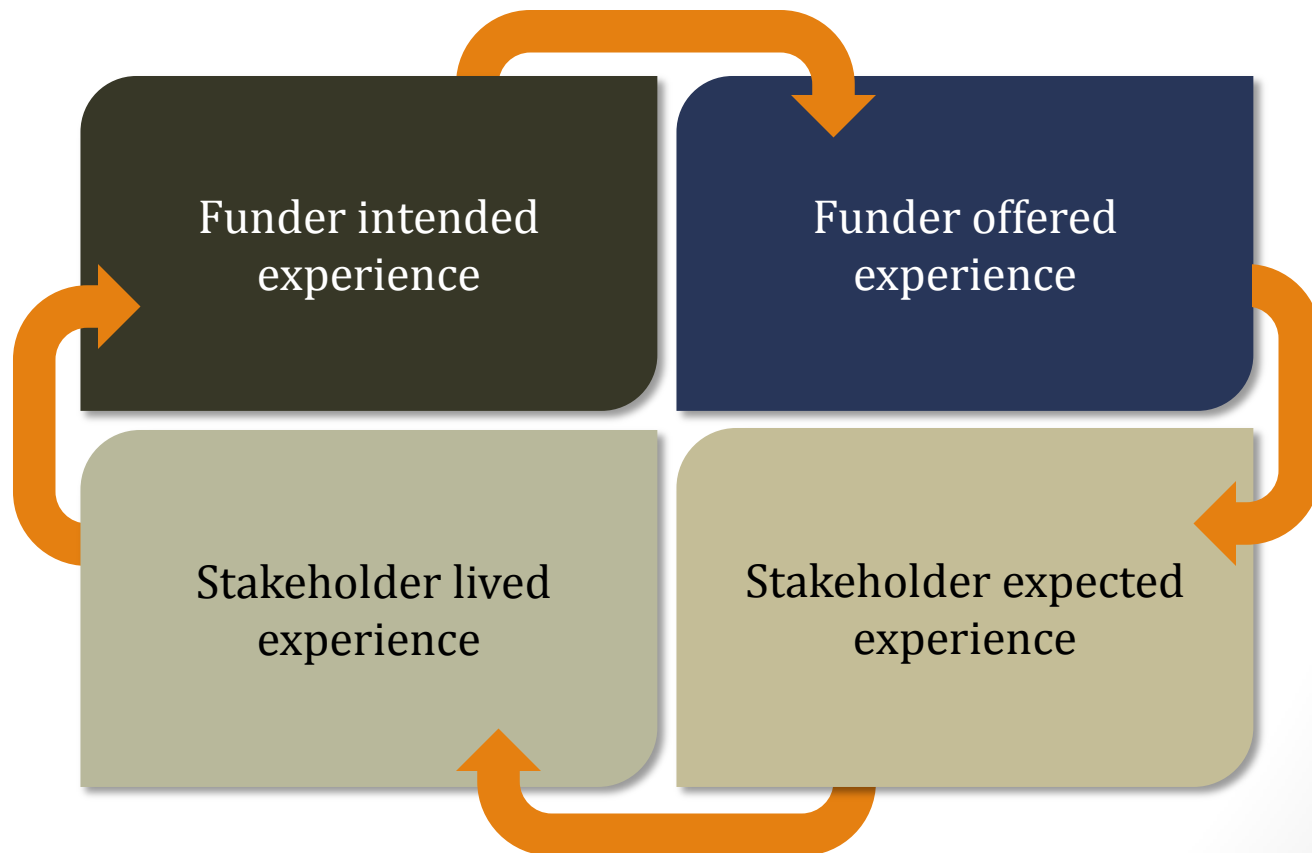


*“Potanin Foundation’s strength is that it **tests and tries to prove proof of concept and then changes and adapts its strategy.**”*

Phase III: Reflect and Recalibrate

REFLECT

Alignment with grantees, colleagues—inside and out



Phase III: Reflect and Recalibrate

REFLECT

Alignment with grantees, colleagues—inside and out

- This case study is another opportunity for Potanin to hear from its stakeholders, especially after the program changes.
- There was very close alignment with what the Foundation seeks to do and the experiences of the grantees.
- There is perhaps more that is being created by the Foundation than it intended.



Phase III: Reflect and Recalibrate

Potantin Foundation as a Deliberate Leader:

- ❑ **Courage:** Fosters leaders who are critical thinkers.
- ❑ **Collaboration:** Lean organization with multiple partners
- ❑ **Community:** Strong willingness to listen to communities
- ❑ **Candour:** Honesty, transparency and accountability
- ❑ **Creativity:** Embraces “best thinkers” to create meaningful change
- ❑ **Compassion:** Puts long-term goals ahead of short-term need to show outcomes
- ❑ **Capital:** Offers more than money to create change by investing in human capital

Considerations for the Future

Potential Opportunities:

- ☐ **Courage:** What more can it do to create new leaders?
- ☐ **Collaboration:** Share and document lessons learned.
- ☐ **Community:** Are there “unexpected” partners that could help push the foundation’s agenda?
- ☐ **Candour:** How can evaluation be more formalized?
- ☐ **Creativity:** Can the foundation do more to embrace non-traditional opinions and ideas?
- ☐ **Compassion:** Can it use its lessons learned to teach other philanthropists?
- ☐ **Capital:** How can the foundation find new ways to support grantees?



- - Questions - -