



Learning from the Non-profit world?


**Mission or money.**

**What makes the world go around?**

by Stefan Wallner


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# What do we face?

- Borders between the three sectors are vanishing
  - Growing heterogeneity of Npos
  - Identity has to be designed by oneself (in every sector)
  - Being “the good one” is not a monopoly any more (e.g. 2. savings bank)
  - Self-efficacy a new dominant psychological concept for dealing with the search for meaning in life and the (self) motivation of people in modern societies
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# What makes NPOs so fascinating – especially in times of the crises?

- It is trust and motivation for participation and real engagement, which leads to legitimacy
  - But: Do not substitute good intentions with results.
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# What is the relevant difference?

It's the mission – not the money.

- The Board of NGOs is often contributing money itself. So they are “shareholders” of the impact and not of the profit
  - Even if NGOs often pay peanuts or are governed by volunteers, they select very skilled and engaged people.
  - The flat hierarchies of most NPOs. There is high demand but also corresponding responsibility for people working in NPOs and a direct involvement in services and immediate feedback from the environment. I can see, hear and feel the impact of my work – every day. That is the best and most relevant feedback.
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# How to do the “aggiornamento” of the mission?

1. Cultivate the conflicts of objectives in the mission for organisational learning and use the huge surface of the organisation.
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# Bergamo – „the ideal city“

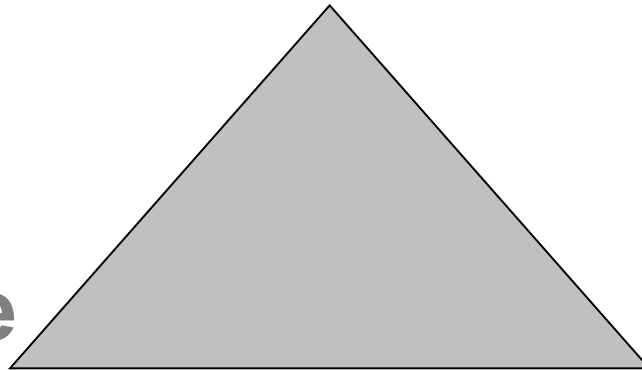


# The tricky triangle of balance in society

Church

**Responsibility**

Market place  
**Freedom**

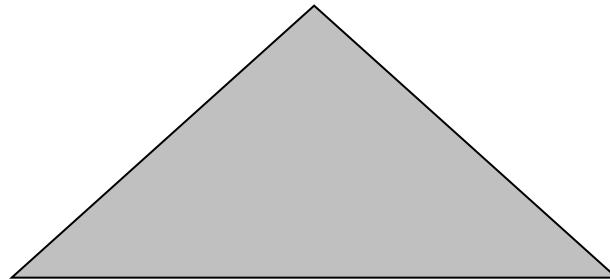


City Hall  
**Security**

# Conflict of objectives in the mission

Church

**Volunteer movement**



Marketplace

**Service provider**

City Hall

**Advocacy /  
watchdog**



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# How keep the fire of the mission burning without causing a collective burn-out?

## 2. Learn how to fail better:

*Ever tried.*

*Ever failed.*

*No matter.*

*Try again.*

*Fail again.*

*Fail better.*

Samuel Beckett

