


# **RADICAL GENEROSITY REVIEW**



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*“Do something.  
If it works, do more  
of it. If it doesn’t,  
do something else.”*

— FRANKLIN D. ROOSEVELT

Written by Stan Bullis,  
Founder of Emergent

# OPENING LETTER

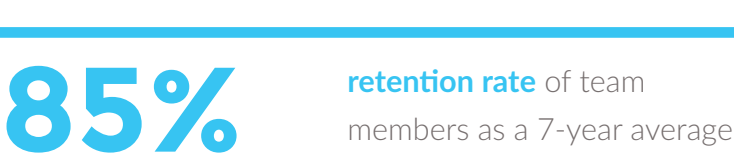
*Welcome to the Radical Generosity Review:  
a compilation of the charitable endeavors of  
a group of Emergent Companies dedicated to  
empowering human potential and community  
restoration.*

An Emergent Company is a member organization that abides by a culture-centric Radical Generosity Business Model prioritizing its people over profits and policies. Each organization allocates net income following a 20:20:60 distribution model, giving their first 20% of profits to charity, storing up the second 20% as retained earnings, and paying the 60% balance to shareholders, according to their membership interest. In 2016, we gave more than \$516,000 to UnbridledACTS, our 5013c3 nonprofit, to help empower people and propel the Unbridled community into greater realities.

**A little background**

Compelled by the obligation to leave the world better for having been here, we launched Unbridled Solutions 15 years ago as a vehicle for “doing good by doing well.” In the early years, we focused on creating and sustaining a tangibly authentic corporate culture as our primary marketplace advantage. Specifically, we set out to define the Cornerstones, Ways of Being, Radical Generosity Model, Solutions & Character Funnels, and Characteristics of an Unbridled Leader that would make us known more for who we are than what we do.

The idea was both simple and grand – that maybe, just maybe, we could demonstrate proof of concept for a new generation of socially-minded businesses. Today, 13 Emergent organizations are doing just that — “doing good by doing well.” We call it the Emergent Movement. And the following stats tell us there’s something to it:





More recently

By turning our focus to empowering human potential — because we believe each person has a destiny and unique contribution — we are currently exploring, with amazing results, the impact of collaborating as a community to discover what inspires and stirs passions, both individually and collectively. We make a concerted effort to align passion and vocation, even creating and sustaining new business startups that sow into the dreams and perceived destiny of an individual.

Our ongoing goal is to create and sustain a new corporate structure, stripped of the typical command and control hierarchy in favor of an ecosystem based on autonomous, strategic, fearlessly collaborating workgroups that allow for the uniquely personal contributions of each person for the benefit of all.

What we’ve discovered

Over the past 15 years, we’ve observed that generosity creates favor, favor creates momentum, momentum creates velocity, velocity creates disruption, and disruption creates transformation. The more generous we are, the more successful we become. The principle is well known. By the measure we give, it will be given back to us. Likewise, the law of attraction cannot be disputed as we see like-minded people drawn to the Emergent philosophy and corporate construct. The momentum is exciting, and I honestly believe we’re on our way to a velocity that literally transforms cities.

In search of higher truth

I love searching for higher truth in an existing “known” and exploring how the secular and sacred align. When I consider the subject of generosity, I can’t seem to find its end. Experience tells me that what we allow to flow through us creates more value than what we try to hold onto, leading me to question how to hold loosely in a world that can be so cruel? The answer, I believe is Soul Generosity.

### Soul

**Noun:** the principal of life, feeling, thought, and action in humans, regarded as distinctly separate from the body and spiritual in essence.

### Generosity

**Noun:** the quality of being kind, generous, plentiful, or large

**Synonyms:** unselfishness, abundance, openhandedness

By definition, our true identity, life purpose, and passions emanate from the soul and are not confined by our physical being. In other words, our looks, physical nature, and genetic makeup don’t define who we are unless we falsely perceive and attribute them as being more important than the soul. It’s a matter of perception and choice.

Those who choose to live from the soul where authentic passion and purpose reside, will experience the fulfillment of operating from their true essence, with physical attributes serving only as assets for achieving what we were always designed to accomplish. Once we see ourselves from this more accurate perspective, false identities shaped by the opinions of others, fear of rejection and lack, striving to get ahead, and patterns of victim thinking begin to fall away, setting us free to move toward a thriving and generous disposition, regardless of circumstances or the surrounding environment.

*I firmly believe that the radical generosity of businesses can transform cities*

If we can grasp this concept of Soul Generosity, individually and corporately, and learn to live with an open heart, instead of cowering in fear of being hurt, we'll experience the privilege of offering comfort to those who mourn, hope to those in despair, honor to those living in shame, joy and strength to the downtrodden, and identity to the forgotten. Life-changing experiences will be commonplace. Goodness will beget more goodness. And there will be no end to the impact of simply being purveyors of goodwill.

**Back to the future**

From our beginnings as a single company dedicated to “*doing good by doing well*,” we’ve evolved our brands culturally, investing in human potential by activating destiny and celebrating each unique contribution to the whole. Three pillars serve as our “true north” to keep us accountable and authentic in our corporate identity: 1) a collaboration of destinies, 2) a culture of authenticity and, 3) a collection of businesses committed to radical generosity. Our goal is to launch 100 companies in the next 10 years. Our hope is to see them transform a city through the principle of “*doing good by doing well*.”

**In closing**

I firmly believe that the radical generosity of businesses can transform cities, and that the Emergent idea will pioneer a new generation of truly impactful businesses. It all hinges on each of us discovering our true identity, contributing uniquely from a place of passion, valuing all parts of the whole, for the mutual benefit of all.

*Stan Bullis*

**Stan Bullis**  
Chief Executive Officer







# STATE OF

Written by Kendall Ruth,  
Director, Content & Storytelling  
at Unbridled

# CORPORATE

# GIVING

*A yearly look at the realities of Corporate Giving in America — tracking trends over time and providing insight into generosity and society at scale.*



## Corporate charitable giving is not a product of the new millennium, but an oft-debated subject spanning more than 100 years.

Franklin D. Roosevelt, the President responsible for government social programs that came in the form of the New Deal and was integral in moving America out the Great Depression, was against corporate giving and sought regulatory legislation to block it. Free-Market Iconoclast Milton Friedman went so far as to call the notion of charitable giving by corporations as bordering on fraud. Yet, the zeitgeist applauds corporate givebacks. When companies are known for their giveback, they are given a credibility they couldn't acquire by merely being profitable. But, what does that look like in 2017 and what are the drivers behind the data?

If you follow Friedman's logic, for a corporation "there is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game." Thus, corporate social responsibility is limited to being profitable and anything outside that scope is considered "a 'fundamentally subversive doctrine' in a free society." In essence, a corporation's job is to make more money. But, what if there's more to it?

The last 17 years has seen both extremes of economic prosperity and decimation throughout the United States, as well as on a Global Scale. The impact shifted some fundamental assumptions for many economists when considering the value of corporate social responsibility. John Taft, CEO of RBC Wealth Management, who wrote *Stewardship: Lessons Learned from the Lost Culture of Wall Street* after an "epiphany" in the midst of the financial crisis: "It hit a moment where I just thought, 'I've got to stop worrying about myself. I've got to think first about other people.'"

This coincides with what chief executive of the U.S. branch of the Charities Aid Foundation, Ted Hart, said in response to data showing the United States ranking 13<sup>th</sup> in the world for charitable giving: "What makes a society charitable is how we care for each other, not just the measure of how much money we give away." Taking a more Friedmanesque stance to this kind of thinking, Justin Fox, writing for Harvard Business Review says, "Does it really work as an all-purpose guide to business decision-making? No. Business-as-purely-altruistic endeavor won't get you far."<sup>1</sup>

So, how have companies fared when it comes to charitable giving? Is Justin Fox right? Was Milton Friedman's assessment missing a bigger picture? Are there benefits to corporations and society that aren't mutually exclusive, but mutually productive and beneficial? Recent data provides insight that negates both Fox and Friedman, while bolstering the mutual benefits argument. But, in light of Emergent's 20:20:60 Radical Generosity model, there is plenty of room for increasing the amount a corporation gives.

1. <https://hbr.org/2012/04/you-might-disagree-with-milton>



**How much did the USA give as a whole?  
And how much did corporations give?**

In 2001: Individuals gave by far the largest share of charitable contributions to nonprofit organizations. In 2001 individuals accounted for \$163.5 billion or 76% of total giving to charities. An additional \$16.3 billion or 7.7% was donated through charitable bequests. Taken together, approximately 84% of the \$215.4 billion total contributed to nonprofit organizations across the nation comes from individuals.<sup>2</sup>

Corporate charitable contributions in 2001 were estimated to be \$9.05 billion in 2001. This represents 1.3 percent of corporate pretax profits.

In 2015: Total giving to charitable organizations was \$373.25 billion in 2015 (2.1% of GDP). This is the sixth straight year that giving increased and the second straight record-setting year, following 2014's total of \$358.38 billion. As with 2001, the majority of that giving came from individuals. Specifically, individuals gave \$264.58 billion, accounting for 71% of all giving and representing a 3.8% increase over 2014 (3.7% when adjusted for inflation). Corporate charitable contributions in 2015 were \$18.45 billion for an increase of 3.9% (or 3.8% when adjusted for inflation).<sup>3</sup>

Here is the breakdown of growth and general movement of giving by corporations and some of the factors that influence its increase or decrease:

- Giving by corporations is predicted to increase by 4.6% in 2016 and by 4.7% in 2017.<sup>4</sup>
- The 2015 projections for giving by corporations for the years 2016 and 2017 were higher than the 10-year and 25-year historical averages for giving of this type, but lower than the 40-year average growth rate.
- Giving by year:
  - 10 year average — 2.5%
  - 25 year average – 2.8%
  - 40 year average — 5.9%
- Corporate Giving Predicted corporate giving will be lower if GDP grows less than 3% for each year 2016 and 2017, corporate savings grows less than 8% in 2016 and 6% in 2017, the S&P 500 grows less than 7% in 2016 and 6% in 2017, and consumer sentiment declines more than 1% in 2016 or declines at all in 2017. Corporate giving may also decline if corporate tax rates decline.<sup>4</sup>

Corporations, especially publicly traded entities, adjust their giving based on GDP, tax rates, measurable effectiveness of giving on their revenue, and a slew of other factors. What would happen is corporations set a fixed percentage that was not influenced by markets or marketing? We have to see how this would impact the giving landscape, Emergent's 20/20/60 model is a good place to start.

2. [https://www.bc.edu/content/dam/files/research\\_sites/cwp/pdf/Charitable.pdf](https://www.bc.edu/content/dam/files/research_sites/cwp/pdf/Charitable.pdf)  
3. <https://www.charitynavigator.org/index.cfm/bay/content.view/cpid/42>  
4. [http://philanthropyoutlook.com/wpcontent/uploads/2016/01/Philanthropy\\_Outlook\\_2016\\_2017.pdf](http://philanthropyoutlook.com/wpcontent/uploads/2016/01/Philanthropy_Outlook_2016_2017.pdf)

**What percentage of pre-tax profits do corporations give to charity?**

In 2001: 1.3% average<sup>5</sup>

In 2013: 1.6% average<sup>6</sup>

So, in 12 years, the amount of pre-tax giving by companies only increased an estimated three tenths of a percent.

One of the more fascinating pieces of data from the Giving in Numbers report is the correlation between giving and an increase in financial performance:

*"...companies most committed to contributing to society also performed better financially. Companies that increased total giving between 2013 and 2015 by 10% or more had higher median growth rates between 2013 and 2015 in terms of revenue (8.3%) and pre-tax profit (2.6%)."*

Whether it is monetarily or in volunteer hours or some combination of both, corporate charitable giving benefits everyone involved. Contrary to Friedman's supposition that "businessmen who talk this way are unwitting puppets of the intellectual forces that have been undermining the basis of a free society", it is, indeed, these businesses that are transforming the societal and corporate landscape for the better.

**How does giving impact a company's health and engagement?**

- It's well known that employees want to work for companies that care. In fact, Cone Research found that 79% of people prefer to work for a socially responsible company and 79% of employees think it's important that their companies match their charitable giving.<sup>7</sup>
- According to Project ROI, a well-designed corporate social responsibility program can increase employee engagement up to 7.5%, increase employee productivity by 13%, reduce employee turnover by 50%, and increase revenue by as much as 20%.
- When charitable choice is given, employee participation increases. (Source: America's Charities 2013 Snapshot)<sup>8</sup>
- More than 49% of nonprofit respondents identified workplace giving as a growth strategy for their organization. They see workplace giving and employee engagement programs as opportunities to promote their mission, programs and services, and to identify and recruit new volunteers.
- 86% believe that employees expect them to provide opportunities to engage in the community and 87% believe their employees expect them to support causes and issues that matter to those employees.<sup>9</sup>

5. <http://pgdc.com/pgdc/charitable-giving-reaches-212-billion-2001>

6. <https://doublethedonation.com/blog/2014/08/top-10-companies-that-donated-to-charity/>

7. <http://conecomm.com/research>

8. <https://www.charities.org/snapshot2013>

9. <https://www.charities.org/facts-statistics-workplace-giving-matching-gifts-and-volunteer-programs>



### So, what's happening with Corporate Giving?

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# EMERGENT

# IMPACT

# REVIEW

*One page.*

*Community hours.*

*Service hours.*

*Dollars given back this year.*

*Matching Funds this year.*

*Lifetime giveback amount.*



**\$368,036**

Total Amount Donated in 2016  
by All Emergent Companies

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**218 HOURS**

Employer-Matched Community  
Service Comp Time

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**\$39,292**

Employee-or-Client-Submitted  
Initiatives Funds Matched

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**\$1.8m**

Total Amount Donated by Emergent  
Entities since 2001



STORIES OF RADICAL GENEROSITY: THE NEST



A RESTORATION

NEST





The Nest is home to the UnbridledACTS community in Elizabeth, Colorado, where “family” is redefined by the experience of a group of people living together to discover their God-given identity, learn to live in authentic relationship with others, and reconnect with their destiny. It’s a place where women find the courage to stop running and come out of hiding to face fear and pain. A place to rest from the exhaustion of endless efforts to defend or distract themselves from failures, insecurities, and shame. A safe place to risk being seen and known...and witness the beauty of vulnerability at work in each other.

Step by step and bit by bit, we persevere, cheer each other on, and celebrate the victories and courageous moves that allow us to take hold of the plans and purposes God has for us. He knew exactly what each of us needed when He prepared a place at the Nest for us to call home for a while. He knew we needed to challenge paths of least resistance that sabotage more deliberate courses of action. He saw our tendency to drift from significant relationships, even though we all want to belong. He brought us to our senses and showed us we can belong if we really want to. It’s what UnbridledACTS is all about.

Over the past year, the ACTS community extended the boundaries of what it means to belong by realizing that true family reaches far beyond the constraints of physical structure, geography, or birth. Digitally, the ACTS Journal defied the limitations of life in a small Colorado town to link arms with women everywhere who need to know they’re not alone. Because, we know how hard it can be to stay in the game. That it takes honesty and humility to open our hearts to others, courage to expose the shame that makes cowards of us all, and loving confrontation to establish authentic connection and true camaraderie. And the Journal is one way to reach beyond ourselves to keep others in the game with us.

STORIES OF RADICAL GENEROSITY: DANIELLE DIAL

# A COMMUNITY

# HERO

*Meet Danielle Dial. Day in and day out, Danielle keeps the Unbridled design team in sync. She has single-handedly taken team birthdays to next-level status. She's also a community hero who models generosity in her free time.*







“I may not have much financially, but I can show up and give my time. Why wouldn't I?”

Before starting her dream job with Unbridled, Danielle Dial contemplated quitting her job at a Dallas ad agency to join the Peace Corps. Life in the advertising world left her unfulfilled. She wanted to give. To help. And finally found her niche as a volunteer with Habitat for Humanity. Presenting keys to the new owner of the first home she helped build opened up a whole new world.

Since moving to Denver two years ago, Danielle has found a new niche with a new community making a difference. Project Angel Heart began in 1991 when a small group of passionate people showed up to help people affected by HIV/AIDS. With 12 lasagna dinners donated by a local restaurant, they simply showed and began a mission of delivering love to those in need. Today, more than 1,100 Coloradans living with cancer, kidney/heart/lung disease, HIV/AIDS, multiple sclerosis, and other life-threatening illnesses, receive weekly medically-tailored meals prepared and delivered by people like Danielle...who simply show up.

Aside from chopping onions, she absolutely loves it. It's a small sacrifice -- just once a month for a few hours on a Saturday -- that brings her face to face with real human need and makes a huge impact. You can see it in her eyes.

“There's so much love. Such heart-felt gratitude. I cry every time.”

# EMPOWERING EMPLOYEE BREAKTHROUGH

Cultures that care about who you are allow you to be honest about how you are.





### Unbridled Identity Project

We all have blind spots that can keep us from “open[ing] our minds, hearts, and wills to the process that connects us with our best future possibility,”<sup>1</sup> and we need others to help us discover who we are, to face fears that keep us from reaching our full potential, and to take steps toward fulfilling our destiny. Sometimes it takes counseling. Or recovery. Or treatment of some sort. And to make that more accessible, sometimes it helps to know who to contact and how to foot the bill.

That’s what Unbridled Identity is all about...providing preferred providers and a little incentive, i.e. financing half the fee. Because we all need a little help sometimes.<sup>2</sup>

### Unbridled Response Fund

When times are tough, a caring community responds. We saw it last year during the floods that devastated South Louisiana. Shown here are the elderly aunts of an Unbridled teammate being relocated to a shelter by the National Guard until arrangements could be made for them to move in with relatives. It’s what families do.

It’s what communities do, too. Because when one of us is affected by a crisis, we all are. And it’s only natural to respond...which is why the Unbridled Response Fund is “by the people, for the people.” Few of us are prepared to handle the financial fallout of unexpected personal hardships and natural disasters alone, but together – with a dollar-for-dollar match from UnbridledACTS – we become engaged pillars of strength and support for each other.

1. <http://unbridledacts.org/brutal-beautiful-life/>

2. [http://ottoscharmer.com/sites/default/files/2011\\_BMZ\\_Forum\\_Scharmer.pdf](http://ottoscharmer.com/sites/default/files/2011_BMZ_Forum_Scharmer.pdf)



STORIES OF RADICAL GENEROSITY: ROCKING IT FORWARD

# ROCKING IT FORWARD

How music brings comfort and hope as the enduring legacy of a friend lost too soon.



Rock It Forward is what happens when a tight-knit group of friends lose one of their own way too soon. They pull together and comfort each other by remembering rockin' good times with their music-loving friend. They celebrate his passion for music by raising funds for at-risk kids, in hopes that music will become their lifelong passion, as it was for Joe Leslie.

By partnering with **Youth on Record** financially, RIFF continues Joe's legacy through programs that help youth discover their voice and their value, empowering 1,000 vulnerable teens make life choices that positively impact their future.

For more information, check out

<http://youthonrecord.org/event/rock-it-forward-fund-denver>



# FIGHTING POVERTY THROUGH EMPOWERING GIRLS

Something remarkable happens when  
people decide to get involved...



Where collaboration thrives and forces unite for the good of others, transformation happens. When corporate partners team up with nonprofit motives, the resulting giveback changes lives on both sides of the equation, as well as both sides of the world. And that's exactly what happened when Red Robin and Unbridled reached beyond the usual on-site attendee experience and expanded a "Better for Being Here" event theme to include local residents of the Dominican Republic.

Donations from 1,300+ Red Robin attendees totaled more than two thousand pounds of school supplies and other vital items for the Mariposa DR Foundation, dedicated to breaking their country's cycle of generational poverty. By keeping young girls in school, Mariposa DR focuses on teaching skills that build their confidence and offer hope for a future free from patterns of teenage pregnancy that so often leave the country's women with few possibilities for a better life.

Included in the giveback was a donation of eighty bicycles purchased and shipped to the Dominican Republic by UnbridledACTS and Red Robin. Plus, 30 Mariposa students joined the Red Robin team in Punta Cana for the event. Together, they assembled the bicycles and the girls performed during General Session in what turned out to be a life-changing experience for everyone involved.

At the end of the event, the girls returned to their village with bikes that would help all their friends get back and forth to school. And Red Robin returned to the U.S. knowing this was just the beginning of something much bigger and more special than they could have imagined.



*Forget bottom line. Let's build bikes, make people smile, and change lives!*





A background image showing numerous circular bamboo trays filled with fresh green tea leaves, arranged in rows on a wooden surface, likely in a tea processing facility. The scene is brightly lit, suggesting an outdoor or well-lit indoor environment.

# WANT TO

# KNOW MORE?

*Have questions? Want to join the Emergent movement?  
We're always looking to get connected with smart people  
who share our heart for changing the world. Let's connect.*

Reach out at [info@emergent.com](mailto:info@emergent.com)

**emergent**<sup>SM</sup>