

A woman in a white and blue patterned dress and headscarf stands in a field of green leafy plants, holding a large woven basket filled with harvested lettuce. In the background, other people are working in the field, and there are some buildings under a clear sky.

LinkedIn Portraits of Purpose Companies

Practical tips to hire and engage talent with purpose.

kiva

How to use these company cases.

We interviewed companies on five key areas where they use purpose at work and chose a few examples to share.

Hiring



Employment
branding

Examples of using
purpose to
attract talent.



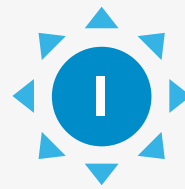
Selection

Examples of using
purpose to
select talent.

More on purpose-driven companies
Purpose: A practical guide

55 page ebook

Culture



Positive **impact**
on others

Examples of reflecting back
to employees the positive
impact of their work.



Personal **growth**
and development

Examples of unique things
employees learn that improve
their lives and careers.



Delivery of work
through strong **relationships**

Examples of how to
deliver work through
authentic relationships.

More on purpose-driven talent
2016 Global Report on Purpose at Work

32 page ebook



LOANS THAT CHANGE LIVES

Purpose defined

We live in a world where dreams are universal, but opportunity is not.

Kiva, an international nonprofit working in 83 countries, believes we can each play a part in creating opportunity and opening doors for others. Its mission is to connect people through lending to alleviate poverty.

By lending as little as \$25 on Kiva, anyone can help a borrower start or grow a business, go to school, access clean energy, or realize their potential. Each of these micro loans touches lives and creates impact — creating a ripple effect that shapes the future for families, communities, countries, and thus the world.

Kiva is headquartered in San Francisco, with offices in Nairobi, and staff and volunteer fellows across the globe.



Employment branding

Visit the Kiva office and you'll encounter a passionate group of 110 people working at the intersection of international development, technology, business, and purpose.

"Kivans" are committed to expanding financial access and using innovative solutions to reach more people. They

regularly blend finances terms with words like empathy, service, creativity, and love.

As a nonprofit based in San Francisco, Kiva is up against steep competition from the tech industry for top talent. Nonetheless, because of the organization's strong mission and unique work, it continues to attract top talent.

As a leading employer in the international development space, Kiva receives hundreds of applications for each open role. The retention rate is over 3.5 years — maybe an effect of their purpose-oriented employees staying longer.

Kiva by the numbers

Since Kiva was founded in 2005:

2.1M

borrowers

82

countries

\$890M

total lent through Kiva

490,929

farmers supported

1.5M

lenders

81%

of Kiva borrowers
are women

1,139,385

Loans made

56,000

borrowers gained access
to clean energy

24,038

education loans





Selection

Realistic job previews

Kiva invests heavily in training hiring managers to deliver realistic job previews. What can the company offer? Mastering entrepreneurial skills, an incredibly inclusive culture, and industry leading benefits to name a few things. What can't they offer? Leading pay, frequent promotions, or a top brand on the CV.



Kiva wants talent from both for profit and not for profit background. Both perform equally well. The biggest predictor of success is realistic expectations.



Selection

Don't publish your values

Kiva doesn't publish its core values to the public. To assess true fit, company invites candidates to share their own values, rather than saying what they think Kiva wants to hear.





Impact on others

Delivering on the promise of purpose at work: Connecting ordinary work with extraordinary impact

Most talent join Kiva to help others, but in operating a digital platform at a massive scale, with lenders and clients remote across the world that experience can easily get lost.

Instead, Kiva makes a deliberate effort to weave impact into the daily employee experience. Here are a few tips:

ALL HANDS

Employees attend monthly all hands events where Kiva co-founders share stories, stats, and reflections on how recent work has helped others.

KIVA LOVE

Staff share “Kiva Love” to recognize colleagues who go above and beyond in their work and contributions towards Kiva’s mission and culture.

BI-ANNUAL PARTNER TRIP

The company funds a trip for each employee to travel internationally to a client to directly experience Kiva’s impact. On returning employees formally share the experience with their colleagues, creating a consistent stream of powerful stories. This trip is repeated every other year to keep the emotional connection to work.



[See more case studies →](#)

Purpose-oriented employees perform better and stay longer. To learn how to attract and retain these top talent, as well as how to strengthen purpose at your organization, get the [“Practical Guide to Purpose”](#) and the [“2016 Global Report on Purpose at Work.”](#)



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