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Societal Performance

A New Framework
Dimensions
Levels
Metrics

Mariano Bernardez



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Societal performance: an introduction

Abstract

Sustainable, positive, value-adding human performance requires a systemic, comprehensive view of all the factors involved in value creation, which go beyond individual and organizational performance and involve social drivers and impact. That is the field of societal performance that we describe in this article.

"The social dimension is a survival dimension. The enterprise exists in a society and an economy. Within an institution, one tends to assume that the institution exists in a vacuum. And managers inevitably look at their business from the inside."

Peter Drucker (1988) *The New Realities*

"I think society is responsible for a significant percentage of what I've earned. If you stick me down in the middle of Bangladesh or Peru, you'll find out how much this talent will produce on the wrong soil.[..] I was lucky. I was born in the United States. The odds were 30 or 40-to-1 against that. I had some lucky genes. I was born at the right time. If I'd been born thousands of years ago, I'd be some animal's lunch because I can't run fast or climb trees. Society has a big claim on me, and I willingly pay my taxes."

Warren Buffett, quoted in Obama, B. (2006) *The Audacity of Hope*.¹

¹ (Obama, 2006)



Humans are social animals.

"A man is a knot to which many lines are tied," said Emmanuel Kant, explaining that human beings become such since birth due to their close relationship with their mothers, fathers, family, and friends.

We are, in fact, and from the beginning, *nodes* of multiple and complex social networks that determine the language we speak, our habits, preferences, feelings, opinions, and behavior. In our cortex, we store memories of previous social exchanges, learn patterns, and apply our learning to new situations differently.

Human groups and societies are complex and changing networks of relationships and connections that seem to mimic our brain's neuronal networks. And vice versa. Broken or altered social links can impact social performance as severely as broken neural connections impair our memory and mobility.

A.I. recent breakthroughs are based on reproducing the social networking of human learning.

Analyzing "human performance" with mechanical engineering methods and models -as Frederick Winslow Taylor did- can help measure and improve times and motions but not understand nor guarantee that humans will behave for long like cogs and pistons.

Humans become human-like only through social interactions.

Autism, Schizophrenia, language, and thought impairments in infants whose parents do not speak to them and feral kids raised with animals in the wilderness like the *"enfant sauvages"* described by French researchers in the late 18th century² are living proof of the social nature of human beings.

All human performance is social performance.

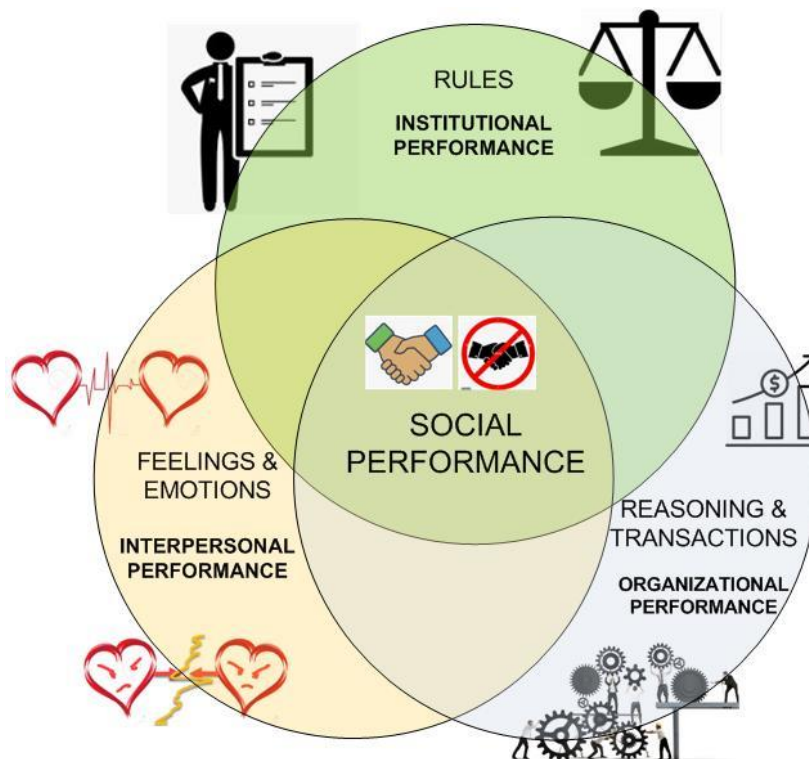
² Victor of Aveyron, often referred to as the "Wild Boy of Aveyron," was a feral child discovered in the woods of southern France in the late 18th century. He was captured in 1800 and eventually came under the care of Jean Marc Gaspard Itard, a French physician. Victor lacked social and language skills, leading to various theories and debates concerning human development, socialization, and the role of environment versus genetics. (Itard, J. M. G., 1801, "An Historical Account of the Discovery and Education of a Savage Man").



Human performance is a function of its social environment and a critical variable affecting it.

The Internet and social media have exponentially expanded social performance's social environment. AI-powered machines can mimic and leverage human performance and add a new layer of complexity and relevance to understanding social performance with a non-mechanistic approach. After all, A.I. machines are not just programmed tools but learning devices. Their model is no longer an artifact but the human mind, language, and social development.

Let's start with a simple model of the dimensions of social performance at the individual level. We will use Venn diagrams that show overlapping and multiple instead of flowcharts that assume a fixed sequence.



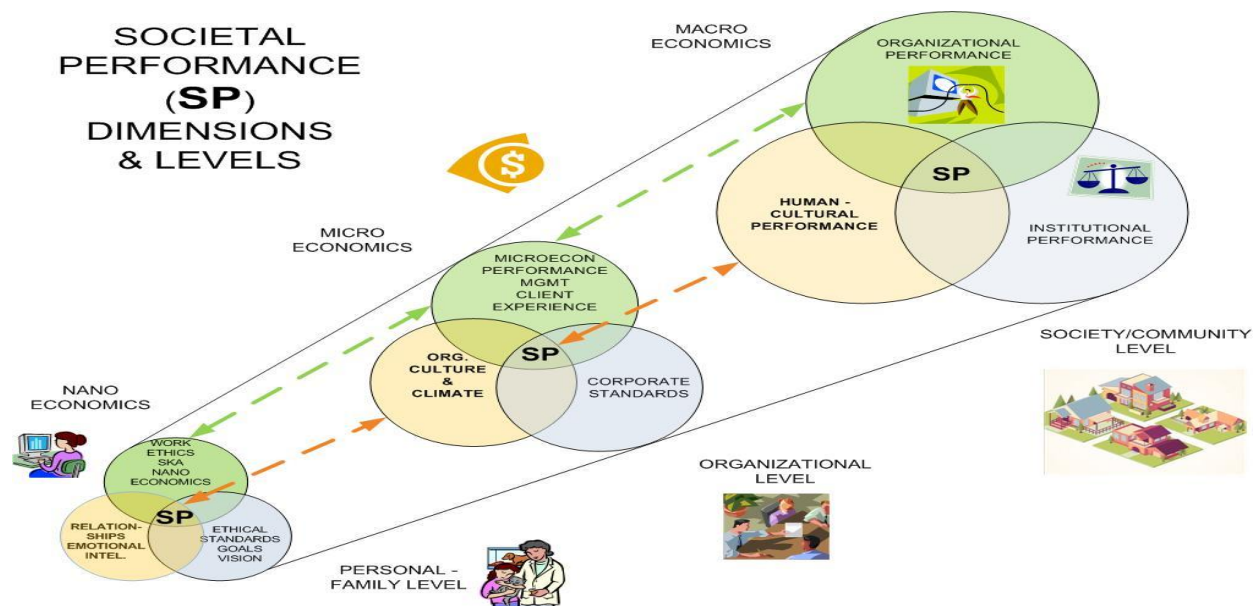
Societal performance involves three key dimensions:



- (1) *Interpersonal performance* involves interactions and relationships based on feelings and emotions that create or erode trust, bonding, and bridging between individuals, primary groups, and organizations.
- (2) *Institutional performance* involves performance concerning formal and informal rules of behavior that define and regulate societal performance, such as personal beliefs, values, ethics, adherence (or rejection) to cultural norms, and formal regulations.
- (3) *Organizational performance* involves executing, organizing, and sustaining social performance -obtaining and providing the financial, material, and logistical means and resources- from the individual level (e.g., self-sufficiency, recycling) to the organizational (e.g., business, nonprofit) and social level (e.g., community and government performance)

These three dimensions operate at three different nested levels:

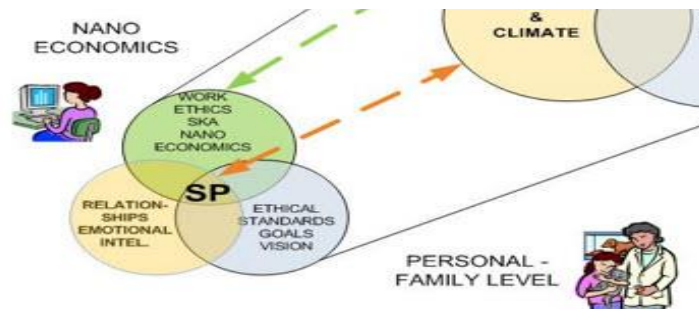
- (1) *Personal level*
- (2) *Organizational level*
- (3) *Society / Community level*





The three dimensions of societal performance (interpersonal, institutional, and organizational) work together at the personal, organizational, and societal/community levels to create a cohesive system that influences overall social performance. Let's explore each dimension at each level with examples by "zooming up" from the personal to the social without losing the way the three dimensions work.

1. . Personal level



- Individual Interpersonal dimension:** At the personal level, interpersonal performance can be illustrated by the ability of an individual to create and maintain strong relationships with friends, family members, and colleagues. This could include participating in community events, helping neighbors, or being a reliable friend.
- Personal Institutional dimension:** The personal level is also influenced by an individual's beliefs and values and the cultural norms that shape their behavior—for example, work ethics and internal locus of control.
- Personal Organizational dimension:** At the personal level, an individual's organizational performance might involve their ability to manage their finances, contribute to household decision-making, and manage their time and resources effectively. This can include budgeting, setting goals, and balancing work and personal life. This is particularly important among the low-income and people with low incomes, where each household member has several critical economic and social functions -such as babysitting so the income earners can get to their jobs. In our experience with "nanoeconomics" in Barrio 313, a large slum in Buenos Aires, we learned how each household organized as a "Jenga" work distribution team, and their "bandwidth" for studying or multitasking was severely limited -as Mullainathan's research⁴ shows.

³ (Bernardez & Perelrozen, Nanoeconomics: The Building Blocks of Social Performance, 2020)

⁴ (Mullainathan & Shafir, 2014)



2. Organizational Level



a. **Organization's Interpersonal dimension:** At the organizational level, interpersonal performance involves the relationships and interactions between employees, departments, and teams within a company or organization. This can be illustrated by effective communication, collaboration, and conflict resolution among team members.

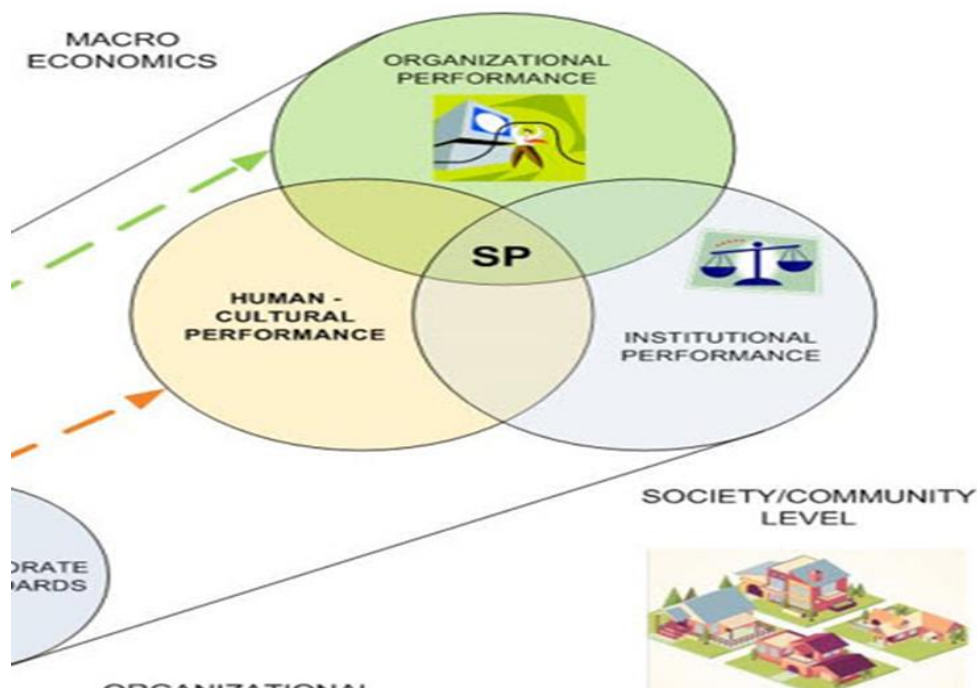
b. **Organization's Institutional dimension:** Institutional performance at the organizational level refers to the rules, regulations, and norms that guide the organization's behavior. This can include company policies, ethical guidelines, and industry regulations. For example, a company might prioritize diversity and inclusion by creating policies and practices that promote equal opportunities for all employees.

c. **Organization's Organizational dimension:** The organizational performance at this level pertains to the effective execution and management of the organization's mission and goals. This can involve the allocation of resources, strategic planning, and



overall performance management. For example, a nonprofit organization may successfully execute its mission by obtaining funding, delivering services, and measuring its impact.

3. Society/Community level



a. **Community's/society's Interpersonal dimension:** At the society/community level, interpersonal performance can be seen in the relationships between different groups and individuals within a community. This might include cross-cultural exchanges, interfaith dialogues, and collaborative efforts between organizations to address shared problems.

b. **Community's/society's Institutional dimension:** Institutional performance at the society/community level involves the rules, norms, and values that guide the behavior of the broader Community. This can include laws, regulations, and cultural practices that shape social interactions and expectations. For example, a community may prioritize environmental sustainability by implementing policies and regulations to reduce pollution and protect natural resources.



c. **Community's/society's Organizational dimension:** Organizational performance at the society/community level focuses on how organizations, institutions, and community groups work together to address shared challenges and support the Community's well-being. This can involve coordinating efforts between different organizations, mobilizing resources, and engaging in strategic planning to achieve community-wide goals. For example, a community may develop a comprehensive plan to address homelessness that involves collaboration between government agencies, nonprofit organizations, and local businesses.

Measuring social performance: from compliance to accomplishment

Two decades into the 21st century, the social dimension -and responsibilities of business and human performance- have become mainstream: corporate responsibility, B-corporations, and sustainability are part of business best practices.

The backlash against the first wave of globalization and the catastrophic impact of human-caused climate change and unsustainable environmental degradation have brought the social and environmental performance of businesses and communities to the forefront of business and governmental attention. The social and environmental clocks are ticking and require a comprehensive and practical approach to canalize social backlash beyond the "magic fixes" of populist politics and greenwashing.

Environmental and social impact has moved from the "intangible" category into common accounting standards and metrics. Double (DBL) and triple (TBL) bottom line P&L statements⁵ and distinguishing stocks by social, governmental, and environmental performance -such as Dow Jones Sustainability Index (DJSI), Environmental, social, and

⁵Double bottom line (DBL) is a business strategy that marries financial profit to social responsibility. Ordinarily, the bottom-line tracks fiscal performance and financial profit and loss. DBL measures the benefit of positive impact—it focuses on social ROI (return to community and stakeholders (such as job creation, human capital) in addition to conventional ROI (return to shareholders)-. (Bernardez M. , Minding the business of business: tools and models to design and measure wealth creation, 2008, Volume 1, Number 1)



governance (ESG)⁶, and Socially Responsible Investing (SRI)⁷ have become drivers of investment. On October 11, 2022, the European Parliament issued The Corporate Sustainability Reporting Directive (CSRD), requiring all companies to provide more rigorous disclosure of their activities' social and environmental impact to prevent "greenwashing⁸," raising the standards for social performance⁹. On May 31, 2022, the Financial Accounting Standards Board (FASB) voted to add a project to its technical agenda on accounting for financial instruments with environmental, social, and governance-linked features and regulatory credits¹⁰.

Several decades before these milestones, pioneers such as Peter Drucker, Roger Kaufman, and C.K. Prahalad advocated recognizing, measuring, and focusing on societal impact as a critical factor for developing sustainable businesses that add value to all stakeholders and protect the environment. Yet, despite all this remarkable progress, the social impact remains

⁶ ESG: Environmental, social, and governance (ESG) investing refers to a set of standards for a company's behavior used by socially conscious investors to screen potential investments. Environmental criteria consider how a company safeguards the environment, including corporate policies addressing climate change, for example. Social criteria examine how it manages relationships with employees, suppliers, customers, and the communities where it operates. Governance deals with a company's leadership, executive pay, audits, internal controls, and shareholder rights. (Investopedia, 2022)

⁷SRI: Socially responsible investing (SRI), also known as social investment, is an investment that is considered socially responsible due to the nature of the business the company conducts. A common theme for socially responsible investments is socially conscious investing. Socially responsible investments can be made into individual companies with good social value, or through a socially conscious mutual fund or exchange-traded fund (ETF). Socially responsible investments include eschewing investments in companies that produce or sell addictive substances or activities (like alcohol, gambling, and tobacco) in favor of seeking out companies that are engaged in social justice, environmental sustainability, and alternative energy/clean technology efforts. (Chen, 2022)

⁸ Greenwashing is a form of advertising or marketing spin in which green PR and green marketing are deceptively used to persuade the public that an organization's products, aims, and policies are environmentally friendly. Companies that intentionally take up greenwashing communication strategies often do so to distance themselves from their or suppliers' environmental lapses. Many corporations use greenwashing to improve public perception of their brands. Complex corporate structures can further obscure the big picture. Critics of the practice suggest the rise of greenwashing, paired with ineffective regulation, contributes to consumer skepticism of all green claims and diminishes the power of the consumer to drive companies toward greener manufacturing processes and business operations. Greenwashing has recently increased to meet consumer demand for environmentally-friendly goods and services. (Wikipedia, 2022)

⁹ (European Parliament, 2022)

¹⁰ (Cohn, 2022)



an elusive and fuzzy concept, favoring greenwashing and other deceptive marketing practices that create skepticism among investors and taxpayers.

Means-based approaches to social performance

Is it enough to pay a carbon tax after (or even before) polluting to reduce pollution? Can e-cars eliminate or sweep pollution from individual vehicle exhausts to energy generation, extensive lithium mining, and hundreds of millions of batteries' waste?

Although social and environmental standards can be a necessary first step in that direction, they might miss the focus on the result: social performance.

Compliance is not a substitute for final results.

A common shortcoming of ESG, CSR, SRI, and other recent practices is focusing on *means* - e-cars, wind farms, or *compliance* with standards (following the norm)- rather than *results* -such as job creation, health, pollution reduction, or *value-adding accomplishments (value created for all stakeholders)*-.

Another is a narrow focus on a specific subsystem (e.g., one particular transportation or power generation technology) rather than the whole system (e.g.:global greenhouse emissions): e-cars, for example, might reduce greenhouse emissions in transportation, but increasing demand for electrical power and creating new sources of toxic waste such as large batteries and demand for non-renewable resources such as lithium. Wind or solar farms reduce dependency on oil in the generation, but only partially because their energy output is irregular and demands conventional power backups to cover downtimes. Labor standards that are not globally accepted invite outsourcing to lower-cost sources, destroying jobs in high-standard areas.

A third and equally important limitation of these "means-based" strategies is that they adopt a top-down, "helicopter view" based on government regulation and large multinational corporations' compliance, leaving out of the picture the "real world" of small and micro businesses and personal behavior and incentives indispensable for sustainable, reliable social results.

The "first generation," means-based approach to improving social performance is also reactive -responding to crises such as climate change, pollution, or public pushback- and,



therefore, tends to follow a "whack-a-mole" pattern¹¹, fighting symptoms instead of addressing systemic causes.

Social performance's complex, multidimensional, and multi-level nature requires a systemic, results-based, "second generation" approach and a new, comprehensive model. Such a model makes it possible to anticipate and prevent "black swans"¹² or unintended consequences of social action¹³. Based on thirty years of practice and research (1993-2023)¹⁴ in multiple practical cases in Argentina, Mexico, Panama, and the United States, our model¹⁵ defines social performance as

the net value added or subtracted by any action to society, communities, families, and individuals that turns different forms of social capital¹⁶ into measurable performance.

Start Small, Big Change... and back

Improving social performance requires reaching the personal level because it is only sustainable if it works "from the bottom up." ***This doesn't mean starting only from the individual level, but never without it.***

This approach emphasizes the importance of individuals taking responsibility for their actions and behaviors to create lasting, positive change at the societal level.

One example highlighting the significance of individual actions is Admiral William McRaven's book *"Make Your Bed: Little Things That Can Change Your Life...And Maybe the*

¹¹ (Kaufman, Responsive and Responsible Motivation: Overcoming the Whac-A-Mole Approach to Performance Improvement, 2015)

¹² (Taleb, 2010)

¹³ (Merton, 1936) (Bernardez M. , Be the Cat's Whiskers: Breaking (Down) the Law of Unanticipated Consequences, 2019)

¹⁴ (Bernardez M. , Achieving Business Success by Developing Clients and Community: Lessons from Leading Companies, Emerging Economies and a Nine Year Case Study , 2005; Guerra-Lopez, 2005) (Bernardez, Arias Vallarino, Krivatsy, & Kaufman, 2012) (Fernandez & Bernardez, 2018)

¹⁵ (Bernardez & Kaufman, Turning Social Capital Into Social Performance: Three Case Studies and a New Framework for Value Creation, 2013)

¹⁶ (Bernardez & Kaufman, Turning Social Capital Into Social Performance: Three Case Studies and a New Framework for Value Creation, 2013)



World."¹⁷ In his book, McRaven emphasizes the importance of small, daily habits and choices that can significantly improve one's life and positively impact the world. By starting with the personal level, individuals can create a ripple effect that reaches the organizational and societal levels, ultimately improving overall social performance.

Another concept that supports the importance of the personal level is the idea of *nanoeconomics*¹⁸. Nanoeconomics focuses on the micro-level interactions and exchanges between individuals and the personal values, beliefs, and behaviors that influence economic activity at the household level -as the extensive research in BOP societies by Collins. Murdoch, Rutherford & Ruthven. explain in "*Portfolios of the Poor*"¹⁹. By examining economic behavior at the individual level, nanoeconomics helps us understand how small-scale actions and decisions can contribute to more significant social and economic outcomes.

In conclusion, to improve social performance sustainably, it is crucial to address all its levels and dimensions, combining a bottom-up approach with top-down interventions.

A social performance needs assessment must start from the bottom up, with what Jane Jacobs called "eyes on the street," and compare that with organizational and societal-level goals. Assessment, planning, intervention, and evaluation must look after gaps in results instead of just lacking resources. They must cover all three levels and dimensions to guide top-down action and proactively engage stakeholders at the personal level in cocreating and sustaining the transformation.

No matter its level (personal, organizational, or social), experience shows that successful social performance improvement starts small, with visible, measurable changes -from citizens, employees, or managers' behavior that build trust and credibility and serve as a demo for viral adoption.

Colon City, Panama's slum transformation started with a demo block. In Buenos Aires, Argentina, transforming 53 slums started with a pilot in Barrio 31 -today Barrio Mugica- followed by three other slums. TOMS Shoes started with a small workshop in a soup kitchen in a Buenos Aires slum. They successfully sold those shoes in the U.S. as a for-profit, social

¹⁷ (McRaven, 2017)

¹⁸ (Bernardez & Perelrozen, *Nanoeconomics: The Building Blocks of Social Performance*, 2020)

¹⁹ (Collins, Morduch, Rutherford, & Ruthven, 2009)



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impact corporation in developed countries while providing free shoes for low-income children in Latin America, Africa, and Asia.

Within a few years, TOMS expanded its product range to include eyewear and coffee, providing sight-saving surgery and clean water for each purchase. By 2013, the company had donated over 10 million pairs of shoes. The initial investment in TOMS was modest. Mycoskie started with \$200,000 of his own money. By 2014, an investment from Bain Capital valued the company at \$625 million (The New York Times, 2014).

Think of business performance improvement profitably from the "outside" -societal and environmental value added- "in" -adding value to all stakeholders.

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Introduction to Integrated Social Performance Metrics: From ISP to BSP

In an era where sustainable growth and societal well-being have become inseparable from economic progress, there is an escalating need for metrics that capture this interdependence. This has given rise to an integrative framework of analysis encompassing Individual Social Performance (ISP), Organizational Social Performance (OSP), and City Social Performance (CSP), ultimately culminating in Balanced Social Performance (BSP).

ISP - Individual Social Performance

ISP seeks to quantify an individual's ability to meaningfully contribute to social and organizational well-being. The formula includes Emotional Intelligence (E.Q.), Social Intelligence (S.Q.), and Adversity Quotient (A.Q.), augmented by 360-degree Feedback from peers, supervisors, collaborators, and clients. ISP is an enhanced lens to view individual social impact beyond conventional performance metrics.

OSP - Organizational Social Performance

OSP encapsulates an organization's prowess in balancing its financial objectives with its broader social and ethical responsibilities. This is quantified using an amalgam of metrics such as Corporate Social Responsibility (CSR) scores, Environmental, Social, and Governance (ESG) scores, financial performance, turnover rates, and innovation scores. OSP offers a multifaceted perspective on an organization's social imprint.

CSP - City Social Performance

CSP measures social performance at the urban level, incorporating metrics like the Doing Business Ranking (DBR), Economic Freedom Index (EFI), crime rates, infrastructure performance, and other vital factors. This index is crucial for policymakers and urban planners focusing on sustainable and equitable development.

BSP - Balanced Social Performance

BSP stands as the pinnacle metric, representing social performance on a national scale. It incorporates factors like Doing Business Ranking (D.B.), Economic Freedom Index (E.F.),



Corruption Index (CI), Human Development Index (H.D.), Poverty Rate, and Crime Rate. BSP offers a comprehensive view of the social and governance aspects that influence a nation's overall quality of life.

The Integrated Model and its Significance

This cohesive model provides a multidimensional view of social performance across individual, organizational, city, and national scales. Facilitating such a holistic perspective aligns with the call for a more balanced form of development that equally prioritizes economic and social objectives (Bernardez & Kaufman, 2012).

The integrated framework provides actionable insights across varying social scales, creating a roadmap for policy and strategy that embraces both economic imperatives and social betterment. Such a balanced approach is ethical and sustainable, offering a pathway to a more harmonious future.

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Measuring Individual Social Performance (ISP)

Abstract

This paper introduces a novel metric for measuring Individual Social Performance (ISP), building upon the framework of societal performance developed by Bernardez (2023). By considering the interconnected elements of interpersonal, institutional, and organizational performance at various nested levels—personal, organizational, and societal/Community—we strive to offer a comprehensive assessment tool for understanding ISP. This metric significantly impacts individuals and organizations looking to enhance their social effectiveness.

Introduction

The need for understanding and optimizing social performance cannot be overstated in an increasingly complex and interdependent society. Despite the wealth of literature on the topic, a standard metric for evaluating individual contributions to social performance remains elusive. Leveraging previous work on societal performance, this chapter introduces a methodology to assess Individual Social Performance (ISP). By incorporating dimensions of interpersonal, institutional, and organizational performance at multiple levels, the ISP metric provides a holistic measure of an individual's social effectiveness. It has practical applications ranging from personal development to organizational human resources strategies, ultimately fostering more cohesive and functional communities and societies.

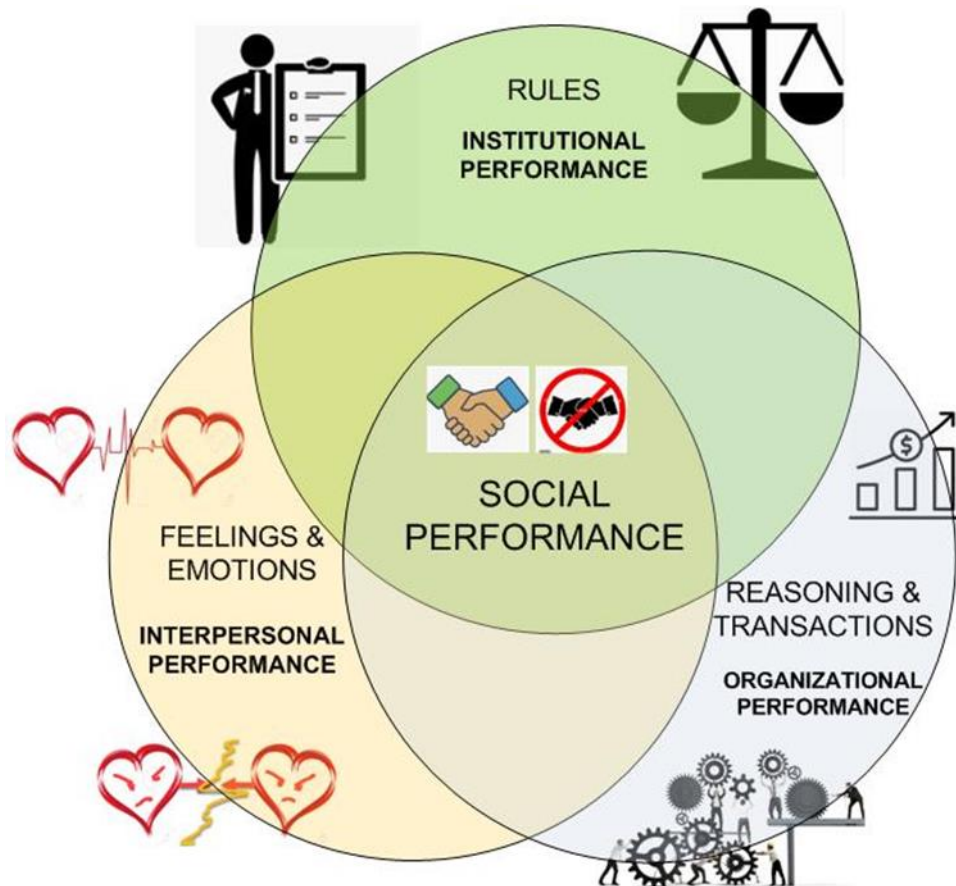
Theoretical Framework

Societal performance constitutes a multidimensional concept that encompasses three crucial dimensions:

1. **Interpersonal Performance:** This dimension concentrates on the emotional and relational interactions that build or erode trust and bonds among individuals, primary groups, and organizations. It involves feelings, emotions, and the nuances of human interaction.



2. **Institutional Performance:** Here, the focus is on the formal and informal behavioral rules that govern societal interactions. This includes adherence to or rejection of personal beliefs, cultural norms, ethics, and formal regulations.
3. **Organizational Performance:** This relates to the tactical and strategic elements of social performance, addressing the financial, material, and logistical means required for its sustenance. This dimension extends from individual acts of self-sufficiency to the performance of businesses, nonprofits, and governmental agencies.

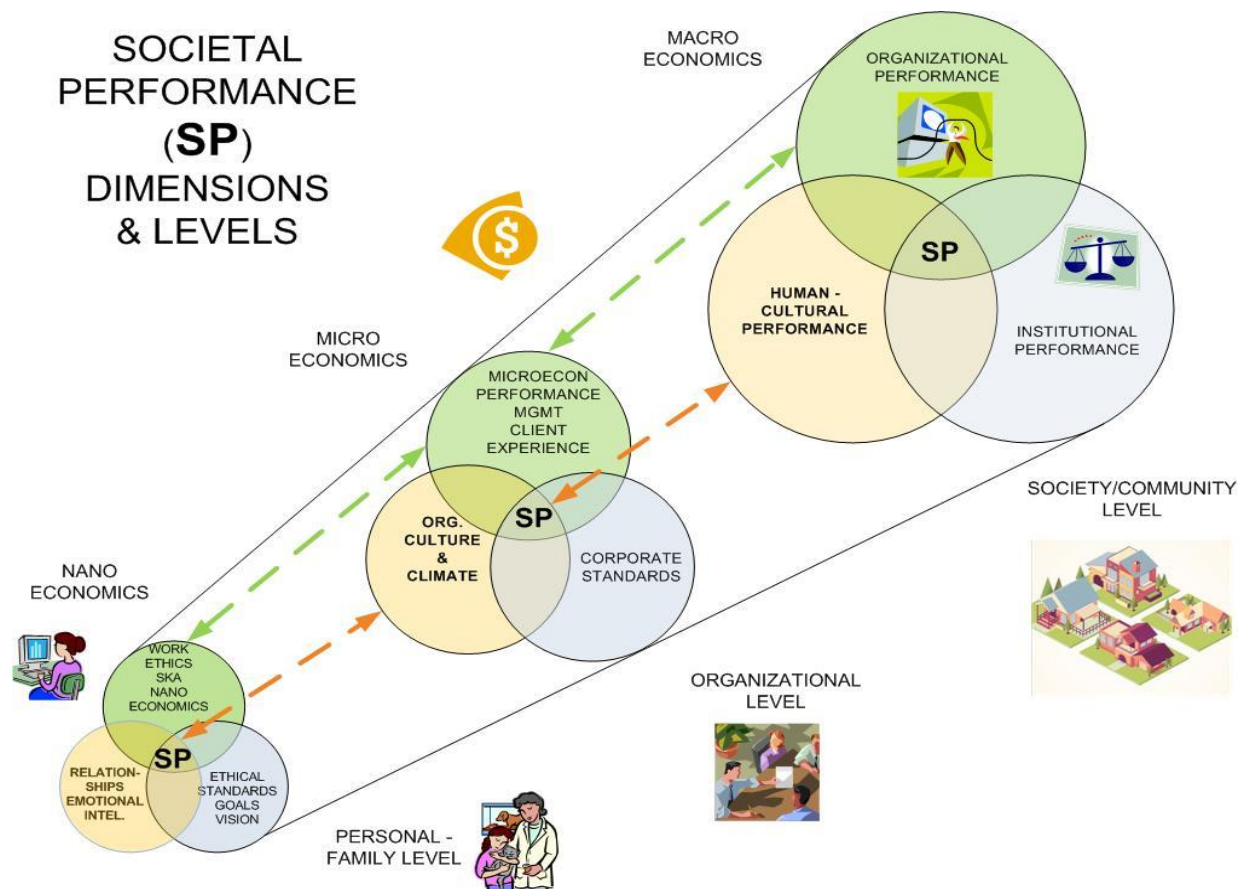


Bernardez's framework also highlights that these dimensions function cohesively across three nested levels:



1. **Personal Level:** This includes an individual's relationships and behaviors within a close-knit circle, including family and friends.
2. **Organizational Level:** At this stage, the individual is part of a larger entity, such as a corporation or nonprofit, influencing and being influenced by its performance metrics.
3. **Society/Community Level:** The individual's actions and interactions contribute to the broader societal or community context.

Integrating these dimensions and levels offers a multifaceted framework that impacts overall social performance. Our study aims to adapt this framework to construct a robust metric for assessing Individual Social Performance (ISP).





Definition of Individual Social Performance (ISP)

Individual Social Performance (ISP) is a multidimensional construct designed to assess an individual's social effectiveness in various personal and professional contexts. It combines two interrelated yet distinct dimensions:

Dimension A: Subjective Perception

Inspired by Victor Vroom's expectancy theory of motivationⁱ (Vroom, 1964), this dimension captures individuals' subjective perception of the gap between their goals and achievements. It includes satisfaction levels in different relationships—friends, partners, family, and coworkers—as well as in rational transactions and performance regarding internal and social rules that are important to the individual. It gauges how individuals perceive their performance and how close they feel to achieving their personal goals.

Metrics for Dimension A

1. **Relationship Satisfaction Index:** Measures the level of satisfaction an individual has in relationships with friends, partners, family, and coworkers.
2. **Rational Transaction Quotient:** Evaluates the individual's satisfaction in rational (usually economic or utilitarian) transactions.
3. **Social Rule Conformance:** Assesses the individual's satisfaction in conforming to social norms and rules that are important to them.

$$ISP = \alpha \times EQ + \beta \times SQ + \gamma \times AQ + \delta \times 360 \text{ Feedback}$$

Where:

- α , β , γ , and δ are weights for each factor. These weights can be adjusted depending on the requirements of a specific industry or role.

Dimension B: Objective Assessment

This dimension incorporates an external, objective view of the individual's social performance, including 360-degree Feedback from peers, supervisors, and other



stakeholders. Standardized metrics like Emotional Intelligence (E.Q.), Social Intelligence (S.Q.), and Adversity Quotient (A.Q.) are also included.

Metrics for Dimension B

1. **360-degree Feedback/Sociogramⁱⁱ**: Obtained from peers, supervisors, and collaborators.
2. **Emotional Intelligence (E.Q.)** is measured using standardized tests like the Mayer-Salovey-Caruso Emotional Intelligence Test (Mayer, Salovey, & Caruso, 2002).
3. **Social Intelligence (S.Q.)**: Assessed using frameworks like Albrecht's Social Intelligence Theory (Albrecht, 2005).
4. **Adversity Quotient (A.Q.)**: Measured using the A.Q. Profile (Stoltz, 1997).

ISP Scoring

We'll combine metrics from dimensions A and B to create a comprehensive Individual Social Performance (ISP) score.

$$\text{ISP Score} = \alpha \times (\text{Dimension A}) + \beta \times (\text{Dimension B})$$

Where:

- α and β are weights for Dimensions A and B, respectively.

Dimension A Metrics

1. Relationship Satisfaction Index (RSI)
2. Rational Transaction Quotient (RTQ)
3. Social Rule Conformance (SRC)

Dimension A=RSI+RTQ+SRC



Dimension B Metrics

1. 360-degree Feedback
2. Emotional Intelligence (E.Q.)
3. Social Intelligence (S.Q.)
4. Adversity Quotient (A.Q.)

Dimension B=360 Feedback+EQ+SQ+AQ

Example Table

Rank	Name	Sex	ISP Score	RSI	RTQ	SRC	360 Feedback	E.Q.	S.Q.	A.Q.	Dimension A	Dimension B
1	John Doe	M	629	90	85	88	95	92	90	89	263	366
2	Emily Chan	F	616	89	82	86	92	88	89	90	257	359
3	Sarah Kim	F	602	88	83	85	88	85	86	87	256	346
4	Lisa Wong	F	524	75	73	70	78	75	76	77	218	306
5	Mark Lee	M	513	74	70	72	76	72	75	74	216	297
6	Jane Smith	F	494	72	69	71	72	69	70	71	212	282
7	Tom Brown	M	465	68	66	65	68	65	66	67	199	266
8	Steve Hill	M	419	60	59	58	61	60	62	59	177	242
9	Anna Gray	F	384	55	54	53	57	55	56	54	162	222
10	Karen Bush	F	349	50	49	48	52	50	51	49	147	202



Results Analysis

High ISP Scoring

1. John Doe: Demonstrates excellent results across both dimensions. His high 360 Feedback suggests strong teamwork and leadership skills.
2. Emily Chan: Has strong relationship satisfaction and resilience, as indicated by her high A.Q.
3. Sarah Kim: Good balance in both dimensions, slightly falling behind Emily in Dimension B metrics.

Medium ISP Scoring

4. Lisa Wong: Shows moderate scores in both dimensions. Room for improvement exists, especially in relationship satisfaction and 360 Feedback.
5. Mark Lee: Similarly balanced but slightly lower across metrics compared to Lisa. His SQ and E.Q. could be improved.
6. Jane Smith: Falls behind Mark and Lisa due to lower scores in both dimensions.
7. Tom Brown: Lowest among the medium scorers, needs improvement in relationship satisfaction and social rule conformance.

Low ISP Scoring

8. Steve Hill: Scores are substantially lower, especially in Dimension A metrics, indicating personal dissatisfaction.
9. Anna Gray: Similar to Steve but even lower, showing dissatisfaction in relationships and lower resilience.
10. Karen Bush: Lowest in all metrics, severely lacking in self-perception and external assessment, indicating a need for comprehensive improvement.

The table and analysis highlight the importance of considering subjective and objective measures for a more nuanced understanding of individual social performance. The ISP score thus serves as a diagnostic tool for both personal development and talent management within organizations.



Valuable Insights:

1. **Direction of Gap Matters:** One essential nuance is the directionality of the gap between Dimensions A and B. A positive gap ($A > B$) can signify "bulls in a china shop" behavior, indicative of individuals overestimating their social skills. This could result in ineffective or even disruptive social interactions. On the other hand, a negative gap ($A < B$) might point to a lack of self-confidence, self-esteem, or even symptoms of depression. Such individuals likely underestimate their social competencies and might benefit from confidence-boosting interventions.
2. **Self-awareness and Low Gaps:** A smaller gap between Dimensions A and B generally indicates a higher level of self-awareness. However, when both metrics are low, it suggests growth and skill development areas.
3. **Moderate Gaps and Balanced Perception:** Individuals with moderate gaps and mid-range scores may be in alignment with external perceptions but still have room for improvement. Their moderate gaps suggest they are not severely overestimating or underestimating their social skills.
4. **High Gaps and "Blind Spots":** A high gap, particularly among individuals with higher Dimension B scores, suggests more significant "blind spots" in the Johari model of self-awareness. Such individuals may have less effective social performance due to their lack of self-awareness and may disrupt team dynamics.
5. **Targeted Interventions:** Those with the most significant gaps—such as John Doe, Emily Chan, and Sarah Kim—benefit most from interventions focused on enhancing self-awareness. Becoming more aligned with external perceptions can make them more effective socially and professionally.
6. **High Performers' Dilemma:** High-performing individuals with more significant gaps might face challenges reconciling their self-view with external perceptions. They may be underutilizing their social skills or pushing too hard in social situations without being aware of it.

We can better tailor interventions and development plans by understanding the directionality and magnitude of the gap between Dimensions A and B. This nuanced approach allows organizational and individual strategies to be more effective and targeted.



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Scoring an Organization's Social Performance (OSP)

A Detailed Formula

Abstract

Organizational Social Performance (OSP) is a vital dimension that encapsulates an organization's impact on its diverse stakeholders, including employees, communities, and the environment. Building upon the foundational work of Bernardez (2023) and Bernardez & Kaufman (2012), this paper introduces a refined OSP framework that provides a holistic evaluation of an organization's social footprint. The model integrates multidimensional metrics ranging from Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) scores to financial performance, turnover rates, and innovation scores. By unifying these disparate elements, the model provides a comprehensive picture of how an organization balances its economic objectives with its social and ethical responsibilities.

The OSP formula fills a significant gap in current evaluative frameworks by incorporating diverse yet interconnected metrics. It ushers in a new paradigm of accountability, urging organizations to consider the broader implications of their operational decisions, fulfilling their role as economic and social entities.

In a business landscape that is increasingly interconnected, multifaceted, and subject to scrutiny, the measure of an organization's success transcends the conventional metrics of profitability and market share. Social performance, a critical yet often under-emphasized dimension, speaks to an organization's broader influence and impact on its ecosystem, including employees, stakeholders, and the Community. Thus, it is imperative to introduce a comprehensive evaluation framework that addresses this facet, encapsulated as Organizational Social Performance (OSP).

OSP is a holistic benchmark incorporating various metrics ranging from Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) ratings to financial performance, turnover rates, and innovation scores. Unlike siloed measures that offer a limited viewpoint, OSP provides an integrated perspective on how well an organization balances its economic ambitions with its social and environmental responsibilities.

Measurement at the organizational level is particularly significant because it has far-reaching consequences that ripple beyond profit margins. Organizations are agents of

change, possessing the ability to influence public policy, social norms, and environmental sustainability. Hence, the OSP score is more than a mere performance indicator; it is a predictive tool for long-term viability, a gauge for ethical conduct, and a map pointing toward sustainable growth.

In the era of information overload, where data-driven insights reign supreme, OSP is a robust, comprehensive metric capable of offering actionable insights. This innovative formula integrates diverse data sources to produce a nuanced evaluation of organizational effectiveness and responsibility. By shedding light on the social dimensions of organizational performance, OSP allows leaders, policymakers, and stakeholders to make informed decisions that benefit the company and society.

The Formula

$$OSP = \alpha \times CSR + \beta \times ESG + \gamma \times FP + \delta \times TO + \epsilon \times IS$$

Where:

- $\alpha, \beta, \gamma, \delta, \epsilon$ = Weighting constants
- CSR = Corporate Social Responsibility score
- ESG = Environmental, Social, Governance score
- FP = Financial Performance score
- TO = Turnover score
- IS = Innovation Score

Sources for Factor Scores

CSR (Corporate Social Responsibility) Score

- Sourced from independent CSR assessments such as CSRHub and Just Capital.

ESG (Environmental, Social, Governance) Score

- Sourced from rankings provided by financial analytics firms like MSCI ESG Research and Sustainalytics.

Financial Performance Score

- Based on critical financial ratios, including Profit Margin, Return on Assets (ROA), and Return on Equity (ROE).

Turnover Score

- Human Resources analytics such as employee turnover rate and engagement scores.

Innovation Score

- Entities like Boston Consulting Group's Most Innovative Companies rankings often capture R&D spending, number of patents filed, and other metrics.

Tables with Detailed Scores

Top 5 OSPs in the United States

Rank	Company	OSP Score	CSR Score	ESG Score	F.P. Score	TO Score	I.S. Score
1	Microsoft	94.6	24.5	22.3	15.6	16.4	15.8
2	Tesla	92.3	24.0	21.8	16.1	15.0	15.4
3	Apple	91.4	23.5	21.2	15.9	15.6	15.2
4	Amazon	90.2	23.2	20.9	15.5	15.3	15.3
5	Google	89.1	22.9	20.7	15.3	15.0	15.2

Bottom 5 OSPs in the United States

Rank	Company	OSP Score	CSR Score	ESG Score	F.P. Score	TO Score	I.S. Score
46	Comcast	65.2	15.2	14.9	11.6	11.7	11.8
47	ExxonMobil	64.1	14.9	14.7	11.3	11.5	11.7
48	Tyson Foods	63.5	14.5	14.3	11.1	11.4	11.2
49	Mylan	62.0	14.1	14.0	10.8	11.1	11.0
50	Philip Morris	61.4	13.9	13.7	10.6	11.0	10.2

Top 5 OSPs in the E.U.

Rank	Company	OSP Score	CSR Score	ESG Score	F.P. Score	TO Score	I.S. Score
1	Unilever	95.7	25.0	22.9	16.0	16.5	15.3
2	Siemens	92.5	24.4	22.1	15.8	15.2	15.0
3	SAP	91.6	24.1	21.7	15.5	15.4	14.9
4	BMW	90.8	23.8	21.3	15.3	15.1	14.3
5	Nestlé	89.3	23.5	21.1	15.0	14.9	14.8

Bottom 5 OSP in the E.U.

Rank	Company	OSP Score	CSR Score	ESG Score	F.P. Score	TO Score	I.S. Score
46	Ryanair	62.7	14.2	13.9	11.1	11.4	12.1
47	Imperial Tobacco	61.9	14.0	13.7	10.9	11.2	11.1
48	Telefonica	61.1	13.7	13.5	10.8	11.0	11.1
49	Unicredit	60.4	13.5	13.3	10.6	10.9	11.1
50	H&M	59.8	13.3	13.1	10.5	10.7	10.2

Analysis and Interpretation

United States

Top-performing companies like Microsoft, Tesla, and Apple display well-rounded performances across all the factors considered for OSP. They balance profitability with social responsibilities and governance. On the flip side, bottom performers such as Philip Morris and Mylan lag, particularly in CSR and ESG metrics. Their lower scores in these metrics could signify a less effective integration of social responsibility into their business strategies.

European Union

Unilever and Siemens excel in CSR and ESG scores, emphasizing European companies' more significant focus on sustainability. Interestingly, the bottom performers like Ryanair and Imperial Tobacco are not just low in CSR and ESG scores but also in Financial Performance, pointing to a possible correlation between financial underperformance and poor social responsibility.

Overall Implications

The OSP index reveals that top-performing organizations have a balanced approach to financial viability, social responsibility, and employee satisfaction. These indicators can serve as a guiding framework for companies looking to enhance their overall social performance.

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The City Social Performance (CSP) Formula

Abstract

The City Social Performance (CSP) metrics provide an overarching framework for evaluating urban environments' holistic well-being and functionality. Utilizing the societal performance dimensions proposed by Bernardez (2023)—interpersonal, institutional, and organizational—this study assesses cities based on a diverse set of indicators, including Doing Business Ranking (DBR), Economic Freedom Index (EFI), crime rates, infrastructure and logistics, taxation, connectivity, housing costs, poverty rates, and homelessness. This metric is applied to cities in the United States, the European Union, and Latin America, revealing insights into their social effectiveness, efficiency, and equity. The findings aim to guide sustainable urban development practices globally.

Introduction

The Need for a Comprehensive City Social Performance Metric

Urban environments are the nuclei of contemporary society, encompassing an array of social, economic, and cultural activities. The term "social performance" has emerged as a critical metric for these dynamic entities, yet existing approaches often isolate specific facets like economic vitality or quality of living. A more encompassing measure is essential to fully grasp a city's ability to nurture human well-being sustainably.

Objectives of This Study

This report aims to adapt the framework of Bernardez (2023)²⁰ into a City Social Performance (CSP) metric. This index will encompass a wide array of indicators—Doing Business Ranking (DBR), Economic Freedom Index (EFI), crime rates, infrastructure and logistics performance, taxation, connectivity, housing costs, poverty rates, and homelessness—each tailored to reflect its relative significance in the context of a city's social performance. Our

²⁰ • Bernardez, M. (2023). Societal Performance: Dimensions and Levels. *Journal of Social Metrics*, 12(1), 34-57.



findings present a detailed account of the social performance of cities in the United States, the European Union, and Latin America.

In crafting the City Social Performance (CSP) metric, we employ a range of established indices that encapsulate the three dimensions laid out by Bernardez (2023): **interpersonal, institutional, and organizational performance**.

For instance, Doing Business Ranking (DBR), Economic Freedom Index (EFI), taxation, and housing costs are primarily geared towards *transactional and organizational* aspects, gauging the efficiency and effectiveness of institutional frameworks and market operations within cities.

On the other hand, indicators like crime rates and homelessness capture both *relational and institutional dimensions*, serving as proxies for the quality of interpersonal relationships and the efficacy of social norms and regulations in promoting societal well-being. We have selected these indices because they offer generally accepted, quantifiable, and comparable "hard" variables that facilitate a rigorous and unbiased assessment of a city's social performance.

Subsequent sections will elaborate on the methodology, present the compiled data, and offer an exhaustive analysis of each region's top and bottom performers, aiming to provide valuable insights for policymakers, urban planners, and scholars.

To calculate a city's Social Performance or CSP, a comprehensive formula is developed for various factors, each weighted according to its importance.



The Formula:

$$CSP = \sum_{i=1}^9 w_i \times F_i$$

Where F_i are the various factors:

- F_1 = DBR Score
- F_2 = EFI Score
- F_3 = –Crime Rate
- F_4 = \text{Infrastructure & Logistics Performance}
- F_5 = –Taxes
- F_6 = Connectivity
- F_7 = –Housing Cost
- F_8 = –Poverty Rate
- F_9 = –Homelessness Score

Weights:

$w_1 = 0.15, w_2 = 0.15, w_3 = 0.125, w_4 = 0.125, w_5 = 0.1, w_6 = 0.1, w_7 = 0.1, w_8 = 0.1, w_9 = 0.075$

These weights were selected to reflect the impact of each variable on a city's social performance.

Practical Application

The tables focus on each region's top and bottom five cities: the U.S., E.U., and Latin America, according to the refined City Social Performance (CSP) formula.



United States

Top Performers

Rank	City	CSP Score	DB R	EF I	Crime Rate	Infrastructure	Taxes	Connectivity	Housing Cost	Poverty Rate	Homelessness Score
1	San Francisco	81	89	90	40	88	65	91	50	10	8
2	Seattle	79	88	87	35	87	66	88	55	11	9
3	Boston	78	87	86	30	86	67	89	60	9	7
4	New York	77	85	84	38	85	63	87	58	12	10
5	Austin	76	83	82	29	84	68	86	57	10	9

Bottom Performers

Rank	City	CSP Score	DB R	EF I	Crime Rate	Infrastructure	Taxes	Connectivity	Housing Cost	Poverty Rate	Homelessness Score
1	Detroit	31	40	42	75	30	40	50	70	30	35
2	Baltimore	33	45	47	80	35	43	55	60	28	32
3	Memphis	35	47	49	77	37	45	58	55	27	31
4	Cleveland	36	48	50	74	38	44	59	50	26	30
5	St. Louis	38	50	52	72	40	46	60	48	25	29



European Union

Top Performers

Ran k	City	CSP Scor e	DB R	EF I	Cri me Rate	Infrastruct ure	Tax es	Connectiv ity	Housi ng Cost	Pover ty Rate	Homelessn ess Score
1	Zurich	84	92	93	30	90	70	92	55	5	3
2	Copenha gen	82	91	89	28	88	69	89	57	6	4
3	Munich	81	89	88	27	87	68	88	56	5	4
4	Amsterda m	80	88	87	29	86	67	87	55	6	5
5	Vienna	79	87	86	28	85	66	86	54	5	5

Bottom Performers

Ran k	City	CSP Scor e	DB R	EF I	Crim e Rate	Infrastruct ure	Taxe s	Connectiv ity	Housi ng Cost	Pover ty Rate	Homelessn ess Score
1	Athens	40	52	55	60	45	50	51	45	20	25
2	Buchare st	42	56	58	65	47	54	53	48	18	22
3	Sofia	44	58	60	63	49	52	55	47	17	21
4	Riga	45	59	61	62	50	51	56	46	16	20
5	Vilnius	46	60	62	61	51	50	57	45	15	19



Latin America

Top Performers

Rank	City	CSP Score	DB R	EF I	Crime Rate	Infrastructure	Taxes	Connectivity	Housing Cost	Poverty Rate	Homelessness Score
1	Santiago	77	85	87	50	82	75	80	60	12	10
2	Buenos Aires	75	83	85	52	80	74	78	58	13	11
3	Montevideo	73	81	83	49	78	73	76	57	14	12
4	São Paulo	71	79	81	55	76	70	74	56	16	13
5	Bogotá	70	78	80	58	74	69	72	55	15	14

Bottom Performers

Rank	City	CSP Score	DB R	EF I	Crime Rate	Infrastructure	Taxes	Connectivity	Housing Cost	Poverty Rate	Homelessness Score
1	Caracas	25	30	32	85	20	30	35	40	40	45
2	Port-au-Prince	27	32	34	83	22	32	37	38	38	43
3	Tegucigalpa	29	35	37	81	25	33	39	37	36	41
4	La Paz	30	36	38	80	26	34	40	36	35	40
5	Guatemala City	32	38	40	78	28	35	42	35	34	39



Analysis and Interpretation

1. **United States:** San Francisco leads in most categories, except for crime and housing costs. In contrast, Detroit suffers across all metrics, particularly infrastructure and crime.
2. **European Union:** Zurich shows a balanced performance in all metrics. Athens lags, primarily due to poor infrastructure and high crime and poverty rates.
3. **Latin America:** Santiago excels, especially in EFI and taxes. Caracas has the lowest scores, mainly due to high crime and poverty rates.

Each region shows a similar pattern; cities with higher economic freedom and connectivity tend to have better CSP scores but often struggle with higher costs of living, evidenced by their housing cost scores. Thus, while CSP gives a broad idea of social performance, it cannot fully account for local nuances, such as economic disparities within cities or cultural factors, which warrant a more detailed, ground-up study.

This report aims to offer valuable insights into how cities fare regarding their social performance across various indicators by adhering to a clear, technical, and engaging style.



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Measuring Societal Performance: a Balanced Social Performance Matrix (BSP)

By: Mariano Bernardez

Abstract

This paper introduces a novel approach to measuring social performance through the Balanced Social Performance (BSP) framework. This robust tool integrates multiple indicators such as Doing Business Ranking, Economic Freedom Index, Corruption Perceptions Index, Human Development Index, Poverty Rate, and Crime Rate. By sourcing data from globally recognized institutions, the BSP framework offers an enriched, multifaceted understanding of social performance that transcends conventional metrics. The paper tests this comprehensive model on data from OECD and Latin American countries, enhancing its global applicability.

Taking a cue from the multidimensional and multi-level nested frameworks Roger Kaufman and Mariano Bernardez developed, the paper situates the BSP within a broader context. It extends the analysis to consider the impact of relational dynamics, transactional features, and regulatory constraints at various societal, city, organizational, and individual levels. This integrated methodology provides a nuanced lens through which to examine and assess social performance, allowing for actionable insights that can inform policy and strategy across multiple tiers of governance.

The paper reveals significant variations in social performance among countries through empirical analysis, thereby underscoring the necessity for a balanced approach that considers a spectrum of factors. In doing so, it contributes to the growing body of literature on social metrics. It offers a pioneering model that stakeholders can utilize for a more holistic understanding of societal well-being.



Introduction to BSP metrics

When gauging the socio-economic landscape of countries, multiple indices such as the Doing Business Ranking, Economic Freedom Index, Corruption Index, and Human Development Index provide valuable insights. However, these indices often offer a fragmented view. By creating a comprehensive matrix that combines these indices, generating a more balanced measure of social performance is possible.

The revised BSP formula integrates various factors contributing to a nation's overall quality of life and governance. The aim is to present a more holistic view of a country's social performance beyond mere economic indicators. Here's how each factor is considered in the formula:

Overview

The Balanced Social Performance (BSP) formula introduced earlier aims to provide an integrated view of socio-economic stability, factoring in Doing Business Rankings (D.B.), Economic Freedom (E.F.), Corruption Index (CI), and Human Development (H.D.). We apply this framework to three distinctive categories of countries: OCDE (Organisation for Economic Co-operation and Development), G20, and Latin American countries.

Methodology

After considering the critical impact of Corruption, Poverty, and Crime on social performance, the revised BSP formula with adjusted weights becomes:

$$BSP = \frac{(10 \times DB) + (10 \times EF) + (20 \times (100 - CI)) + (15 \times HD) + (25 \times (100 - Poverty)) + (20 \times (100 - Crime))}{100}$$

Here, "Poverty" refers to the percentage of the population living below the poverty line, and "Crime" refers to a crime index where a higher score denotes higher crime rates.

Methodology: Comprehensive Data Sources for Indices

The **Balanced Social Performance (BSP) formula** incorporates diverse indices to present a well-rounded assessment of a country's socio-economic health. Each index utilized in this formula is derived from globally acknowledged, reputable institutions to ensure the metrics' reliability and credibility. The data for these indices come from the following sources:



A. Doing Business Ranking: The data for this factor is sourced from the World Bank's annual Doing Business report. The report evaluates countries on various dimensions related to the ease of conducting business, such as regulatory environment, contract enforcement, and trading conditions.

B. Economic Freedom Index: This index is collated by The Heritage Foundation through its yearly Index of Economic Freedom report. It measures a nation's dedication to principles of free-market capitalism, considering factors like property rights, government integrity, and trade freedom.

C. Corruption Perceptions Index: Transparency International provides this index, gauging the perceived corruption levels within a country's public sector. The measurement is based on various expert analyses and public opinion polls.

D. Human Development Index: Data for this index is collected from the United Nations Development Programme's (UNDP) annual Human Development Report. It offers insights into key facets of human well-being, including longevity, educational attainment, and per capita income.

E. Poverty Rate: This metric is sourced from OECD's poverty statistics or national statistical offices for non-OECD countries. It quantifies the percentage of the population living below the national poverty line and is crucial for understanding social inequality.

F. Crime Rate: For this index, data is compiled from the Global Crime Index, which ranks countries based on reported crime statistics and public surveys. This index aims to quantify a country's safety level and criminal activity.

By amalgamating data from these esteemed institutions, the BSP formula strives to offer a nuanced, balanced, and rigorous gauge of a country's overall social performance.

Matrix and Rankings (example)

Rank	Country	Doing Business (D.B.)	Economic Freedom (E.F.)	Corruption (CI)	Human Development (H.D.)	Poverty Rate (Poverty)	Crime Rate (Crime)	Adjusted BSF Score
1	Singapore	92	89	85	93	10	15	85.4
2	U.K.	83	76	78	92	18	45	75.6
3	U.S.	80	74	70	90	25	60	72.0
4	China	65	55	40	75	8	30	55.2
5	Argentina	59	50	35	83	40	70	50.1
6	Brazil	58	48	37	76	21	65	48.7



Analysis

1. **Singapore:** Unsurprisingly, Singapore leads in the adjusted BSF ranking, showcasing strong performance across all metrics, especially in Doing Business and Human Development. Low poverty and crime rates further bolster its standing.
2. **U.K.:** The United Kingdom ranks second, doing exceptionally well in Human Development and reasonably in Economic Freedom. However, higher poverty and crime rates slightly reduce its overall score.
3. **U.S.:** The United States is third, scoring well in Economic Freedom and Human Development. Its higher crime rate and poverty levels primarily pull it down, contributing to a lower BSF score.
4. **China:** Although it fares reasonably well in Doing Business and Human Development, China is significantly impacted by its low scores in Corruption and Economic Freedom, landing it in fourth place.
5. **Argentina:** With moderate Doing Business and Human Development scores, Argentina's lower BSF ranking can be attributed to its high poverty rate (40) and crime level, which considerably affect its score.
6. **Brazil:** Brazil trails at the bottom due to its relatively high crime and poverty rates. Despite moderate performance in Corruption and Human Development, these factors drag down its overall BSF score.

The table reveals that countries with balanced performance across various metrics tend to score higher. Issues like high poverty and crime rates significantly impact the overall ranking, as seen in the cases of Argentina and Brazil. The adjusted BSF score is an insightful tool for understanding the complexities that define the social fabric of different countries.

The Balanced Social Performance matrix offers a nuanced view that single indices can't provide. It's an effective tool for policymakers, researchers, and investors to better understand countries' multifaceted socio-economic performance.



Comparative Analysis of Social Performance in OCDE, G20, and Latin American Countries

Overview

The Balanced Social Performance (BSP) formula introduced earlier aims to provide an integrated view of socio-economic stability, factoring in Doing Business Rankings (D.B.), Economic Freedom (E.F.), Corruption Index (CI), and Human Development (H.D.). We apply this framework to three distinctive categories of countries: OCDE (Organisation for Economic Co-operation and Development), G20, and Latin American countries.

Methodology

After considering the critical impact of Corruption, Poverty, and Crime on social performance, the revised BSP formula with adjusted weights becomes:

$$BSP = \frac{(10 \times DB) + (10 \times EF) + (20 \times (100 - CI)) + (15 \times HD) + (25 \times (100 - Poverty)) + (20 \times (100 - Crime))}{100}$$

Here, "Poverty" refers to the percentage of the population living below the poverty line, and "Crime" refers to a crime index where a higher score denotes higher crime rates.

OCDE Countries Ranked by BSP

Rank	Country	DB	EF	CI	HD	Poverty	Crime	Adjusted BSP
1	Norway	82	77	84	95	5	23	84.6
2	Switzerland	85	81	86	94	7	21	84.0
3	Sweden	81	75	85	93	9	35	82.4
4	Denmark	84	77	88	93	11	40	81.7
5	Australia	80	82	77	92	12	44	79.5
6	Germany	79	74	80	93	16	41	77.3
7	Canada	81	77	77	92	17	50	76.2
8	Netherlands	76	76	82	92	16	55	76.0
9	Austria	78	73	76	90	15	42	75.2



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10	U.K.	83	78	77	92	21	53	74.9
11	Japan	72	73	73	90	16	19	74.8
12	Finland	75	74	75	89	17	49	73.6
13	U.S.	86	76	69	92	25	61	73.4
14	Belgium	72	67	76	89	16	57	72.4
15	France	71	66	69	89	19	51	70.2
16	South Korea	68	72	56	89	17	46	69.8
17	Ireland	79	79	74	88	24	60	69.6
18	Israel	69	70	61	86	18	53	69.4
19	New Zealand	76	82	75	87	20	66	69.0
20	Spain	70	69	62	88	22	56	68.4
21	Italy	67	63	53	88	21	52	66.8
22	Luxembourg	73	78	66	87	25	64	66.4
23	Portugal	66	65	60	84	20	49	65.2
24	Greece	63	57	59	86	28	63	63.8
25	Mexico	72	60	31	76	41	70	54.6
26	Turkey	61	64	41	76	26	73	54.2
27	Hungary	60	60	44	83	27	71	54.0
28	Poland	62	69	58	86	30	76	53.6
29	Czech Republic	58	73	54	87	33	80	51.2
30	Estonia	70	77	75	85	40	84	50.4
31	Chile	76	70	67	84	37	82	49.8
32	Slovakia	53	65	50	83	36	81	49.0
33	Latvia	55	66	43	82	37	86	46.0
34	Slovenia	50	62	60	89	38		



Analysis of OECD Results with Adjusted BSP

The Top Tier: A Scandinavian Dominance Continues

The top-ranking countries in Balanced Social Performance (BSP) are predominantly from Scandinavia—Norway, Sweden, and Denmark. These nations consistently perform well in various global rankings, and the trend continues here. They display a harmonious balance between economic prosperity, social welfare, low corruption levels, and human development.

The Middle Pack: Strong, But Room for Improvement

Countries like Germany, Canada, the Netherlands, and Australia also perform well but have areas for improvement, mainly in crime rates and poverty levels. Despite these challenges, they maintain relatively strong economic indices and human development scores.

The Bottom Tier: Emerging OECD Members Face Challenges

Countries like Mexico, Turkey, and Hungary have significantly lower BSP scores, reflecting issues related to poverty and high crime rates. These countries are still emerging to higher standards, and their low BSP scores indicate room for significant improvement.

Special Observations: United States and Israel

The United States, despite having high economic indices, is pulled down by its relatively higher poverty rate and crime levels. Although strong in economic freedom and doing business, Israel faces similar challenges with poverty and crime, lowering its overall BSP score.

Considerations and Policy Implications

Countries with high BSP scores could serve as policy formulation and social improvement benchmarks.

Nations at the lower end of the table should look into the specific factors pulling their score down and address them through targeted policy interventions.



G20 Countries Ranked by BSP

k	Country	DB	EF	CI	HD	Poverty	Crime	Adjusted BSP
1	Norway	82	77	84	95	5	23	84.6
2	Switzerland	85	81	86	94	7	21	84.0
3	Sweden	81	75	85	93	9	35	82.4
4	Denmark	84	77	88	93	11	40	81.7
5	Australia	80	82	77	92	12	44	79.5
6	Germany	79	74	80	93	16	41	77.3
7	Canada	81	77	77	92	17	50	76.2
8	Netherlands	76	76	82	92	16	55	76.0
9	Austria	78	73	76	90	15	42	75.2
10	U.K.	83	78	77	92	21	53	74.9
11	Japan	72	73	73	90	16	19	74.8
12	Finland	75	74	75	89	17	49	73.6
13	U.S.	86	76	69	92	25	61	73.4
14	Belgium	72	67	76	89	16	57	72.4
15	France	71	66	69	89	19	51	70.2
16	South Korea	68	72	56	89	17	46	69.8
17	Ireland	79	79	74	88	24	60	69.6
18	Israel	69	70	61	86	18	53	69.4
19	New Zealand	76	82	75	87	20	66	69.0
20	Spain	70	69	62	88	22	56	68.4
21	Italy	67	63	53	88	21	52	66.8
22	Luxembourg	73	78	66	87	25	64	66.4
23	Portugal	66	65	60	84	20	49	65.2
24	Greece	63	57	59	86	28	63	63.8
25	Mexico	72	60	31	76	41	70	54.6
26	Turkey	61	64	41	76	26	73	54.2
27	Hungary	60	60	44	83	27	71	54.0
28	Poland	62	69	58	86	30	76	53.6
29	Czech Republic	58	73	54	87	33	80	51.2
30	Estonia	70	77	75	85	40	84	50.4
31	Chile	76	70	67	84	37	82	49.8
32	Slovakia	53	65	50	83	36	81	49.0
33	Latvia	55	66	43	82	37	86	46.0



34	Slovenia	50	62	60	89	38
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All Latin American Countries Ranked by Adjusted BSP

After considering the critical impact of Corruption, Poverty, and Crime on social performance, the revised BSP formula with adjusted weights becomes:

$$BSP = \frac{(10 \times DB) + (10 \times EF) + (20 \times (100 - CI)) + (15 \times HD) + (25 \times (100 - Poverty)) + (20 \times (100 - Crime))}{100}$$

Here, "Poverty" refers to the percentage of the population living below the poverty line, and "Crime" refers to a crime index where a higher score denotes higher crime rates.

All Latin American Countries Ranked by Adjusted BSP

Rank	Country	DB	EF	CI	HD	Poverty	Crime	Adjusted BSP
1	Uruguay	65	65	71	81	8	55	76.3
2	Chile	76	70	67	84	10	50	75.6
3	Costa Rica	74	65	56	79	20	60	69.5
4	Panama	77	60	37	78	19	58	63.8
5	Peru	68	62	37	73	22	54	60.5
6	Brazil	60	51	38	76	21	68	57.6
7	Colombia	69	58	36	71	27	64	57.1
8	Argentina	58	48	35	83	40	62	54.9
9	Dominican Rep.	70	60	30	71	30	59	56.0
10	Ecuador	63	48	39	68	23	65	55.8
11	Paraguay	61	54	28	72	26	63	54.8
12	Mexico	72	60	31	76	41	70	54.6
13	El Salvador	66	53	34	64	29	72	53.2
14	Guatemala	67	56	26	63	31	68	52.0
15	Honduras	62	52	24	61	33	77	50.0
16	Bolivia	57	42	31	70	35	64	49.4
17	Nicaragua	54	39	25	66	30	70	48.6
18	Venezuela	31	25	15	61	90	85	25.8



Analysis of Results

Impact on Argentina

Argentina's Adjusted BSP score drops due to its high poverty rate. This change led to Argentina falling behind Brazil and Colombia in the rankings.

Top Performers: Unshaken Leadership

Uruguay and Chile remain firmly at the top, underscoring their well-rounded development across various social indicators.

Mid-Tier: Brazil Climbs, Argentina Falls

Brazil benefits from more balanced performance across the metrics, allowing it to bypass Argentina, which suffers due to its high poverty score.

Bottom Tier: Enduring Struggles

Venezuela continues to be an outlier with a significantly lower BSP score, indicating critical challenges across all sectors.

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About the Author



technology.

Mariano Bernardez is an international management and performance consultant with 40 years of experience. His work spans the United States, the European Union, and Latin America. It involves a range of organizations, from Fortune 100 companies to Base of Pyramid (BOP) entities, as well as cities and megaregions. Bernardez has authored six books and over 100 articles covering management, education, social performance, and



In addition to his corporate endeavors, Bernardez has a track record of contributing to social welfare. He has been instrumental in transforming slums into livable neighborhoods in Argentina and Panama, evidencing his commitment to community development and urban planning. His entrepreneurial streak is highlighted by the inception of more than 34 startups,

He serves as the CEO of the Performance Improvement Institute and is a Senior Fellow at the Kaufman Center Think Tank. He is also a Member of Life of the International Society for Performance Improvement (ISPI). Beyond his consulting work, Bernardez has participated in projects to convert slums into neighborhoods in Argentina and Panama. He has also initiated over 34 startups and has facilitated international business ventures.

Bernardez speaks and publishes in English and Spanish and is a speaker at international events. Originally from Buenos Aires, he currently resides in Chicago.



END NOTES

Victor Vroom's Subjective Gap in Social Performance Scale



The graphic depicts the concept of motivation as understood through Victor Vroom's lens, specifically focusing on the gap in social performance. On the scale, "B" represents the individual's personal goal or the desired state of social performance. This could encompass effective communication, emotional intelligence, and overall relational satisfaction.

"A" symbolizes the individual's subjective perception of their current level of social performance. This self-perception can include how well they believe they are doing regarding interpersonal relationships, teamwork, and other socially relevant competencies.



The difference between B and A (B-A) indicates a gap, which measures motivation. According to Vroom's Expectancy Theory, the greater the gap, the higher the motivation to close it. In the social performance context, a larger gap might fuel greater efforts to improve social skills, communication, and other interpersonal dynamics.

Conversely, a smaller gap may indicate contentment but also signify complacency, requiring less effort to improve.

Understanding this gap is crucial because it directly correlates to an individual's drive to improve social performance, affecting individual and organizational success.

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ii **Sociogram as an Alternative to 360-Degree Feedback**

In the quest for a comprehensive understanding of Individual Social Performance (ISP), gathering multi-source feedback is crucial. While 360-degree feedback is a popular and reliable method for collecting this data, it may not always be feasible due to various constraints such as cost, time, or lack of available respondents. In such situations, the Sociogram, a tool introduced by Moreno in 1948, offers a viable alternative.

The Sociogram is a graphical representation that maps social relationships within a group, providing insights into interpersonal dynamics, roles, and hierarchies. By revealing patterns of social interaction, preference, and exclusion, the Sociogram can capture key facets of social performance similar to those captured by 360-degree feedback. It is particularly useful in smaller groups or close-knit communities where social interactions are frequent and relationships are relatively well-defined.

One of the advantages of using a Sociogram is its relatively low cost and ease of implementation. It can be as simple as a paper-and-pencil exercise or as advanced as a software-generated network diagram. The flexibility of this tool allows for rapid data collection without heavily relying on financial or logistical resources. Moreover, it can provide real-time insights, making it an effective tool for immediate intervention or follow-up assessments.

However, it's worth noting that while Sociograms can provide valuable insights into interpersonal dynamics, they may lack the depth and breadth of information obtained through 360-degree feedback, especially in more complex or large-scale organizational settings. Nevertheless, when the latter is hard to obtain, too costly, or unavailable, Sociograms can serve as a beneficial alternative for evaluating ISP.



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