

**YOUR
TIME
IS
NOW!**

The tools you need.
The relationships
you build. The
change you make.

Be Bold!

**Building Philanthropic Culture And
Literacy In Your Organization**

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Tweet Us: @ajsmcmanus / @vitreogroup



The Taronga Zoo in Sydney devised a fantastic fundraising idea.

Session Objectives

1. Understanding the challenges facing fundraisers
2. What actions to take to break the vicious cycle
3. How to build a culture of philanthropy



The Culture Wars Fundraising vs Philanthropy

**An organization's strategic orientation
is important because it shapes the
strategy it
will implement to create the
behaviours necessary to sustain or
enhance its overall
performance**

(Gatignon and Xuereb, 1997; Slater et al., 2006)



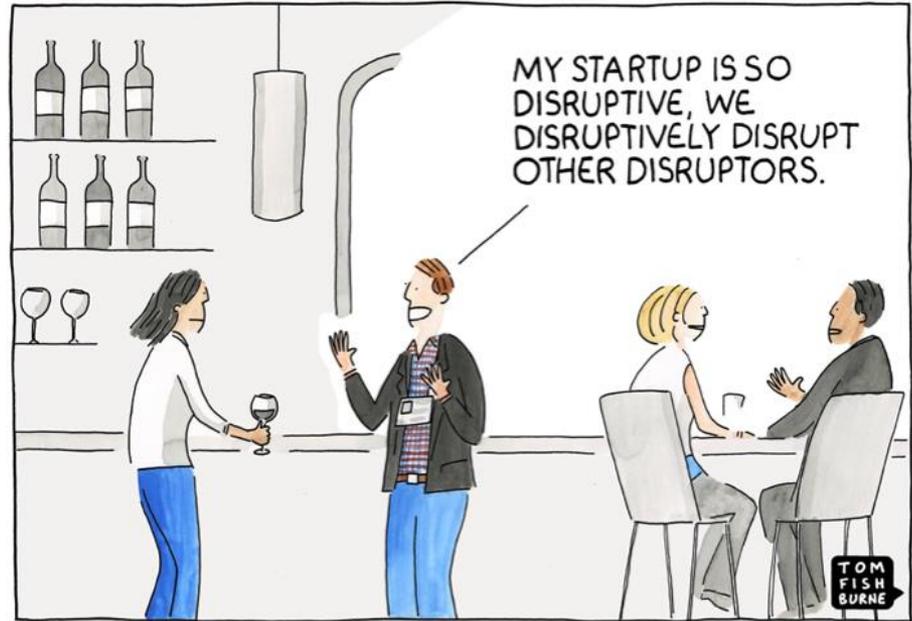


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Culture eats strategy for breakfast..

Peter Drucker

What forces
disrupt your ability
to raise funds for
your cause?



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Drivers - Transformation to the Elusive Philanthropic Culture?



1. Rise in people power
2. Organizations are Changing
3. New generations
4. Personalized and meaningful communication
5. Fierce competition for resources

We have a few
challenges...

Are you on the
outside looking in?



Fundraisers Are Often Isolated

Isolation Causes;

- Lack of engagement of Board and senior staff
- Unrealistic goals to be set
- Creates an environment of failure
- Inappropriate messaging across the organization
- Limits advancement within an organization

Fundraisers Are Often Isolated

Resulting in;

- Good people leave the profession quickly, and the organization even quicker
- High turnover of fundraisers further inhibits success
- Lack of success – has personal, organizational and reputational challenges for profession



Fundraisers Not At The Executive Table

What happens;

- Organization lacks fundamental fundraising information at the leadership level
- Engagement in strategic decisions gets reduced
- Limiting the fundraisers ability to shape goals, causing unrealistic goals to be set

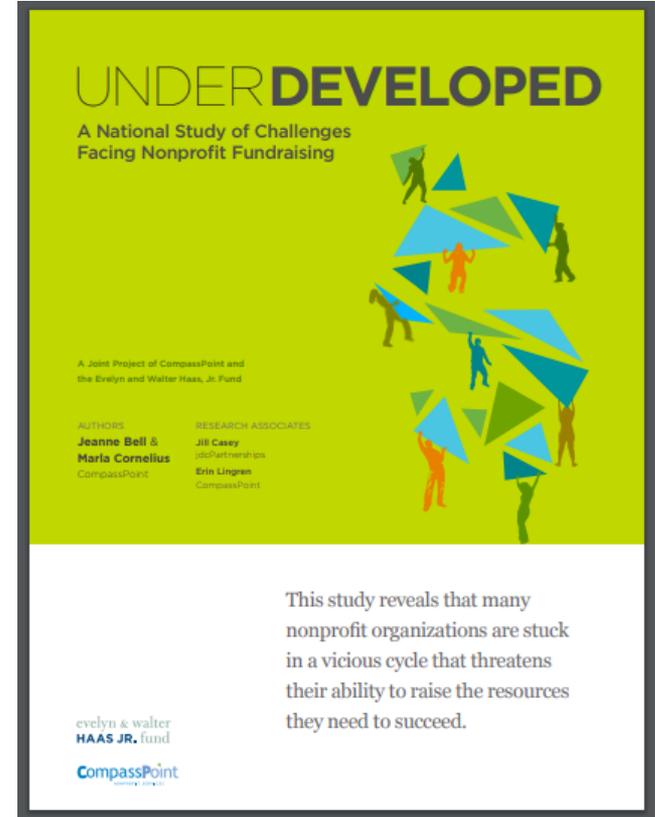
Fundraisers Not At The Executive Table

What happens;

- Lack of cross departmental understanding limits ability to become Chief Exec or other senior role
- Creates a ceiling for fundraisers who choose profession early, as depth of skill, knowledge and capacity is challenged
- Leadership gap

UnderDeveloped Key Findings

1. **Instability in the Development Director Role**
2. **An Inadequate and Uneven Talent Pool**
3. **Lacking the Conditions for Fundraising Success**



Instability in the Development Director Role

The Revolving Door

Organizations are struggling with high turnover and long vacancies in the development director position.



An Inadequate and Uneven Talent Pool

Help Wanted

- Organizations aren't finding enough qualified candidates for the job.
- Smaller nonprofits struggle to compete with larger organizations for experienced development directors.



An Inadequate and Uneven Talent Pool



*...Looks like our unicorn
is just a donkey with a
plunger stuck to his face...*
-Dr. Gregory House,
House M.D

Help Wanted

- Many executives aren't happy with the performance of their development directors.
- Executives report that significant numbers of development directors lack key fundraising skills.

Lacking the Conditions for Fundraising Success

It's About More Than One Person

Beyond creating a development director position and hiring someone who is qualified for the job, organizations and their leaders need to build the capacity, the systems, and the culture to support fundraising success.



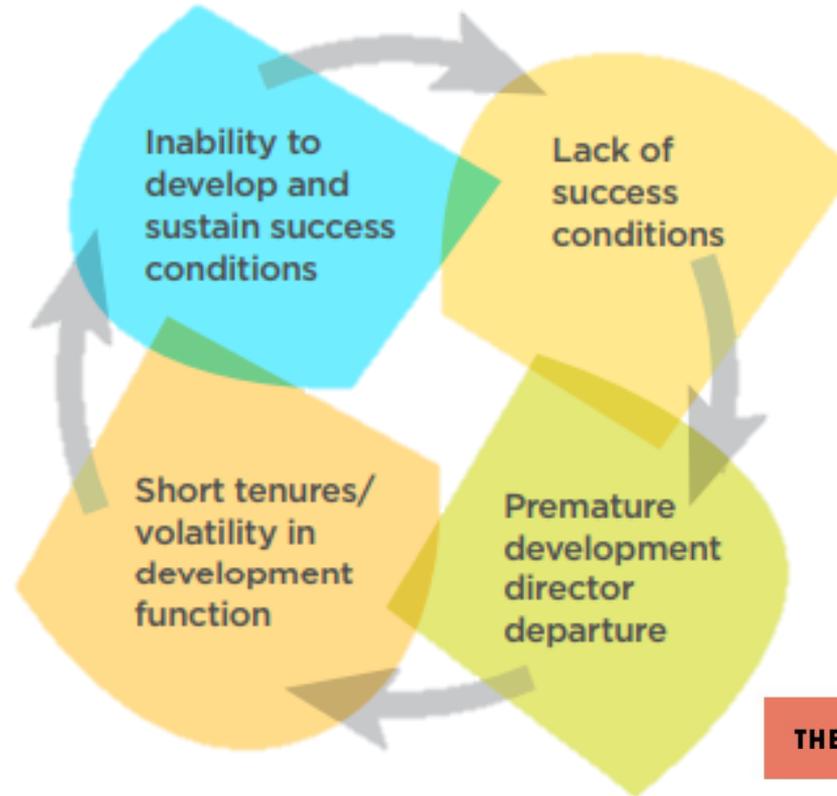
Lacking the Conditions for Fundraising Success

It's About More Than One Person

- Executives overwhelmingly say board engagement in fundraising is lacking
- One in four executives report that they lack the skills and knowledge to secure gifts – and one in five don't particularly like doing it
- Less than half of development directors say they have a strong relationship with the executive director.
- Development directors' influence on key organizational activities and goals is uneven.

The Vicious Cycle

Let's **break** the vicious cycle...



The Leadership Gap

“Stop spending our money on overhead”

“I don't have to give, I volunteer”



The Future Belongs To The Bold

Deloitte's five elements critical to cultivating courage:

1. Be provocative and challenge the status quo
2. Take calculated risks
3. Do what's right
4. Start with yourself
5. Unite to include

Deloitte.



The future belongs to the bold
Canada needs more courage

CANADA
AT
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What Can We Do?

1. Embrace Fund Development –
A Mental Model Shift across the Sector
2. Elevate the Field of Fundraising
3. Strengthen and Diversify the Talent Pool
4. Train Boards Differently
5. Apply the Transition Management Framework to the Development
Director Position



What Can We Do?

6. Invest Strategically in Grantee Fundraising Capacity
7. Leverage Technological Innovation
- Embrace Creativity
8. Set Realistic Goals for Development
9. Share Accountability for Fundraising Results
10. Exercise Fundraising Leadership –
Development Directors and Executive Directors



What Can We Do?

Push to be part of the executive table too and call out poor practices. This will help us:

- Influence decisions
- Provide credible information on growth and expectations
- Hear about the vision and help shape it
- Share innovative work happening in fundraising



Philanthropic Orientation

Organizations that have a high degree of philanthropic orientation are those that recognize the unique nature of philanthropy and the central role that whole organization stewardship can play in developing it, and (crucially) the wellbeing of those who might offer it.

**“ Nonprofit organizations exist to fulfill community needs.
People do not give because an organization has needs.
They give because your organization meets needs. ”**

- Kay Sprinkel Grace

WHAT IS A CULTURE OF PHILANTHROPY? FOUR CORE COMPONENTS

While there are subtle differences in how people define, practice and assess a culture of philanthropy, the research for this paper turned up four core components that are explored in the following pages:



**Shared
Responsibility
for Development**



**Integration
and Alignment
with Mission**



**A Focus on
Fundraising as
Engagement**



**Strong Donor
Relationships**

Characteristics of a Philanthropic Culture

- Role of philanthropy in achieving mission is well understood*
- Unwavering support from leaders is widely evident, esp board*
- Accountability is deeply ingrained throughout the organization



Characteristics of a Philanthropic Culture

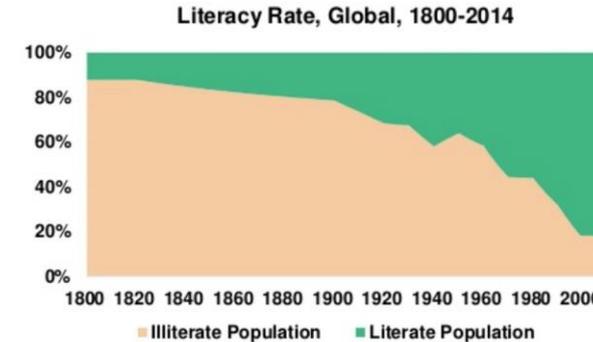
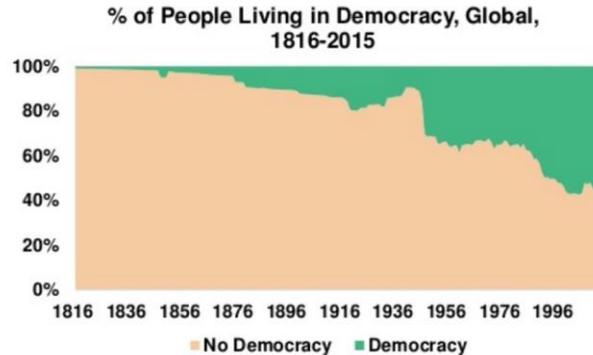
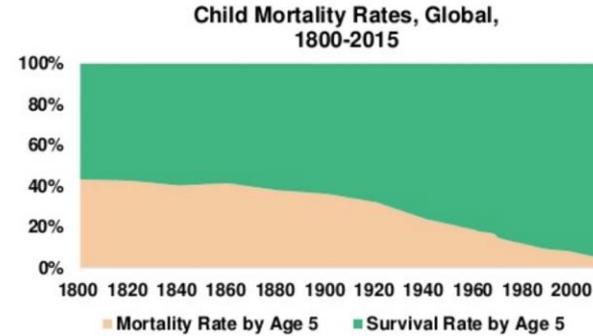
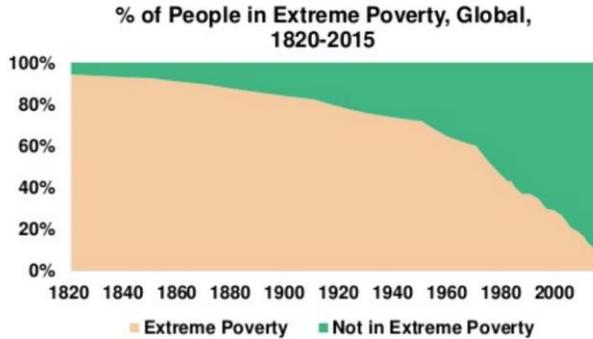


- Development is recognized as a core function*
- Donors, beneficiaries have opportunities to interact
- Donors are valued for more than just financial support*
- Philanthropic success is celebrated*
- Professional engagement*

The **Future** Belongs To The Bold!

Have you made a **difference**?

When People Ask If You Have Made A Difference?



Questions?



**THANK
YOU!**



Bold Leadership. Transformative Fundraising.



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