

# FIA Conference 2023

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# The Behaviours of Great Fundraising Leaders

LEADERSHIP

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# The accelerator for people with purpose

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[www.revolutionise.com](http://www.revolutionise.com)

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ACCELERATING PEOPLE WITH PURPOSE

# What we will explore this session

- 1 A brief introduction to Great Fundraising
- 2 The key difference for Fundraising Leaders
- 3 What Great Fundraising Leaders do



# Great Fundraising organisations

Transformational growth

Sustainable growth

Mission driven growth

Growth that meets donors needs.



# Great Fundraising Report

Professor Adrian Sargeant  
Professor Jen Shang

- + subsequent research
- + over 350 case studies
- + experience based opinion





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[www.revolutionise.com](http://www.revolutionise.com)



We will major on  
the behaviours of the  
Great Fundraising organisations.

Why?

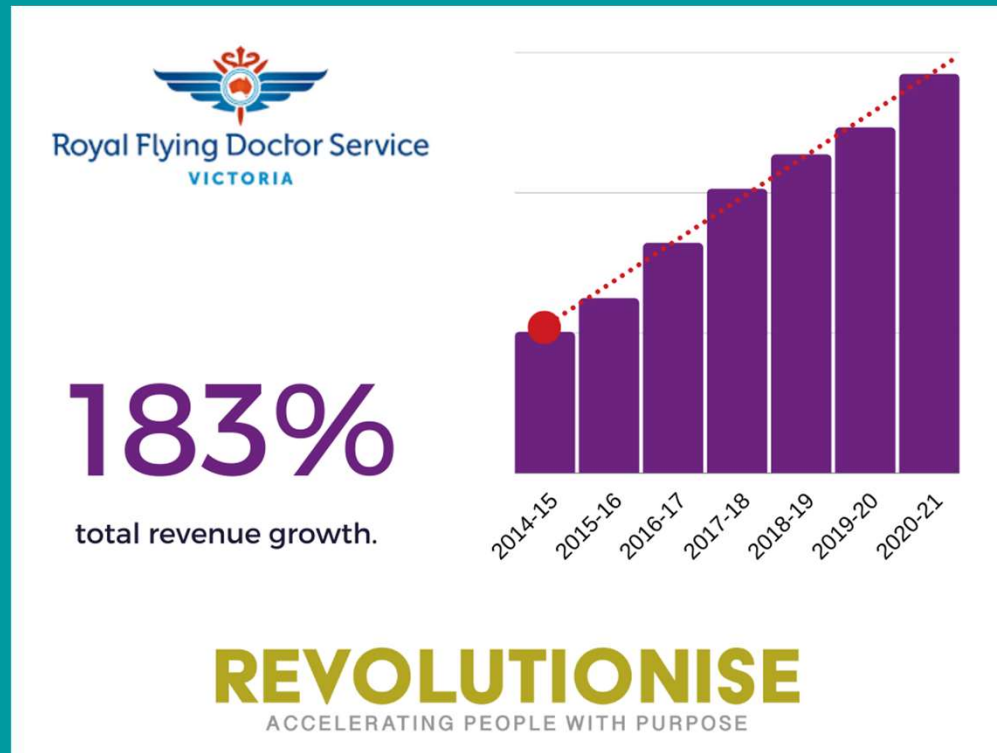




# A mature brand



\$20m to \$57m



# A new entrant



Kr14m to Kr63m



# A sleeping giant

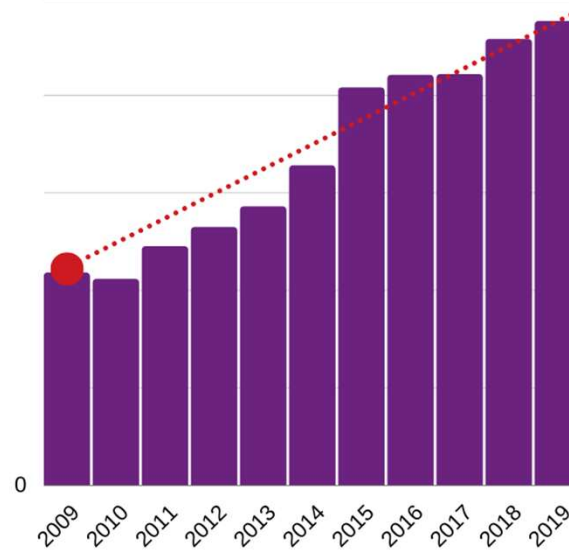






118%

growth in voluntary  
income - in £M.



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# A go-getter

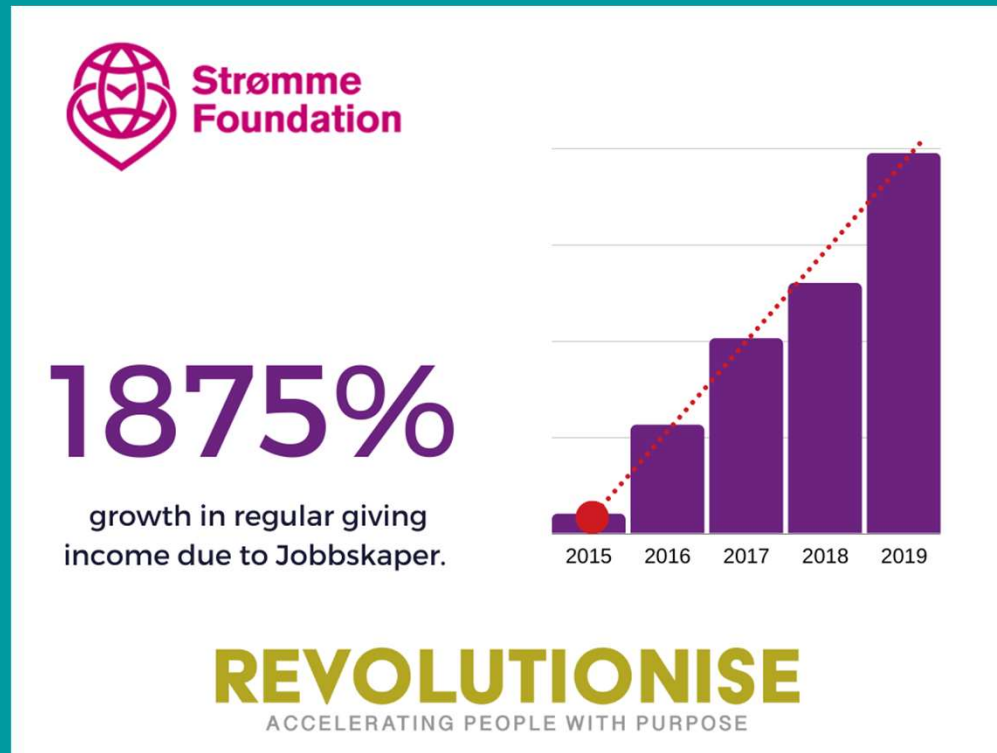
Over 300% growth



# A start-up



Zero to Kr8mil

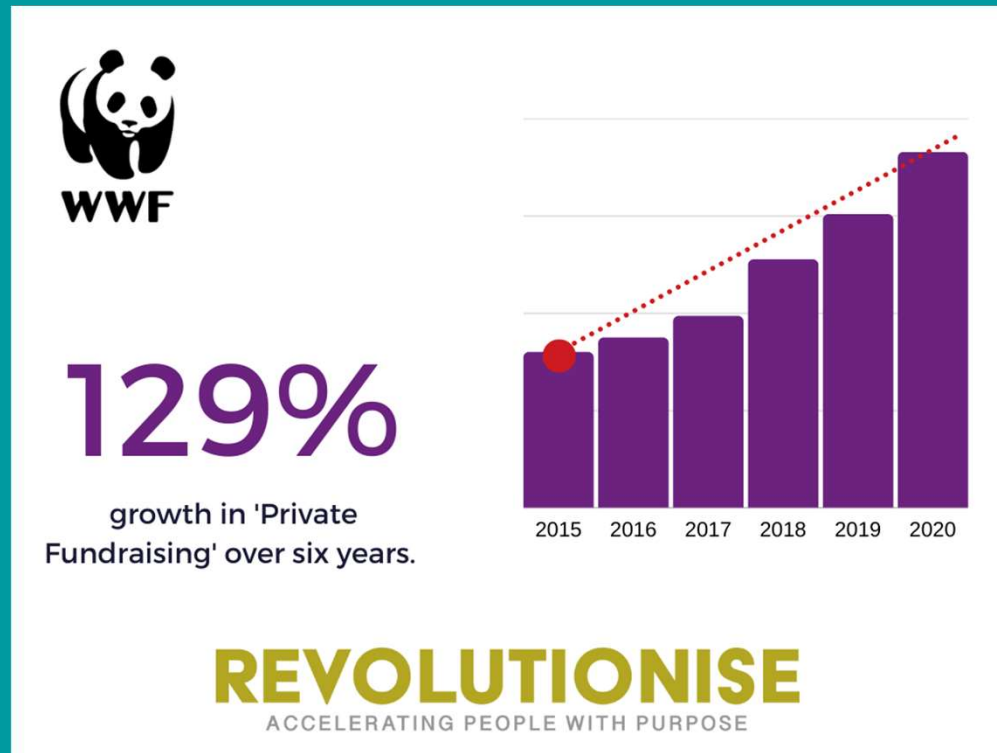




# A re-focus



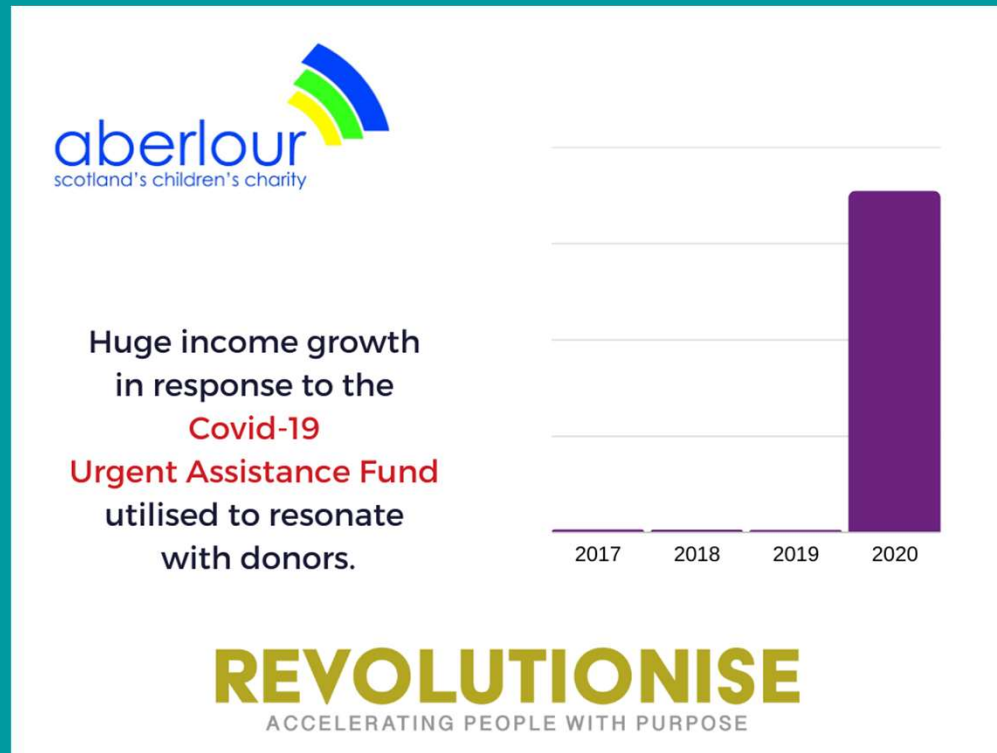
Kr16m to Kr36m



# A break-out



£885k from scratch for the new programme

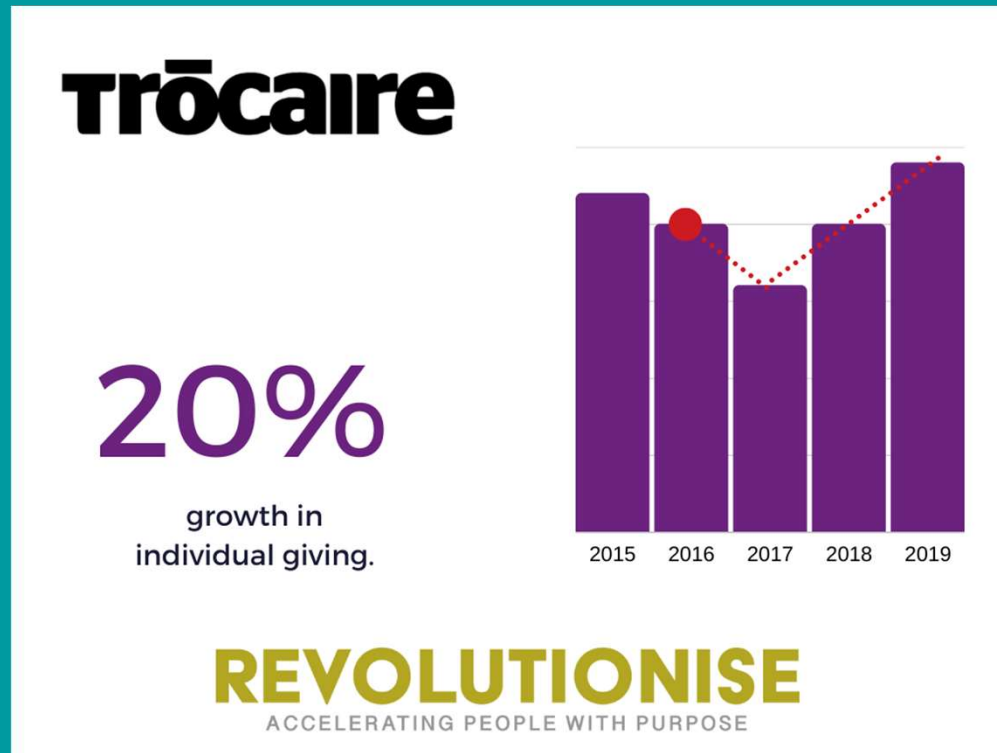


# A bounce-back





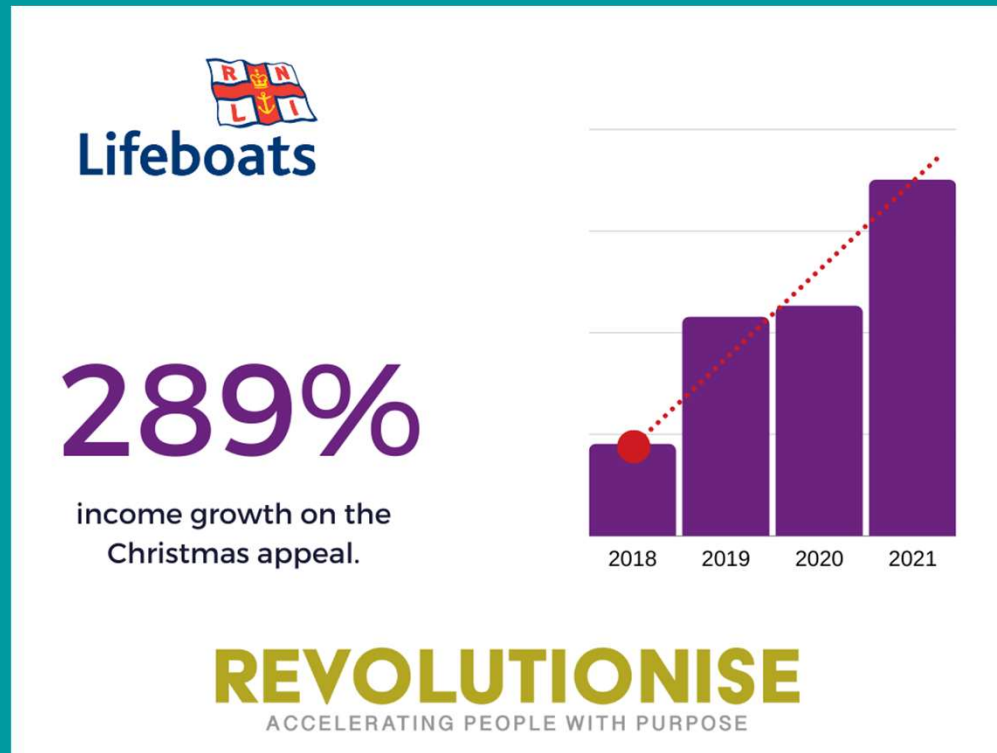
20% increase in first year, and continued growth



# A re-launch



139% increase in year one



**The behaviours of  
rapid growth  
fundraising organisations  
are consistent.**



**The behaviours of  
rapid growth  
fundraising organisations  
are different.**



Behaviours are the start  
of fundraising growth.

If we have learned one thing, it is this:

**When the Leadership ‘gets it’ – it works.**



**Culture eats strategy ...**

**... for breakfast.**





# The Key Difference

in leading a great fundraising  
organisation



# Whole organisation buy-in for fundraising

Inspiration  
Education  
Design



## What they did that was different:

- **Cleared the way for the fundraising team:**
- **Built the Great Fundraising organisation:**
  - 'Whole organisation' fundraising
- **Kept their team and the rest of the organisation focused and energised**





Money



Culture



New  
Ambition



# The three key conflicts



# The three key conflicts

Cultural conflicts

Investment conflicts

Communications conflicts



Why do these conflicts  
exist?



# One set of customers

Donors → Organisation → Service users



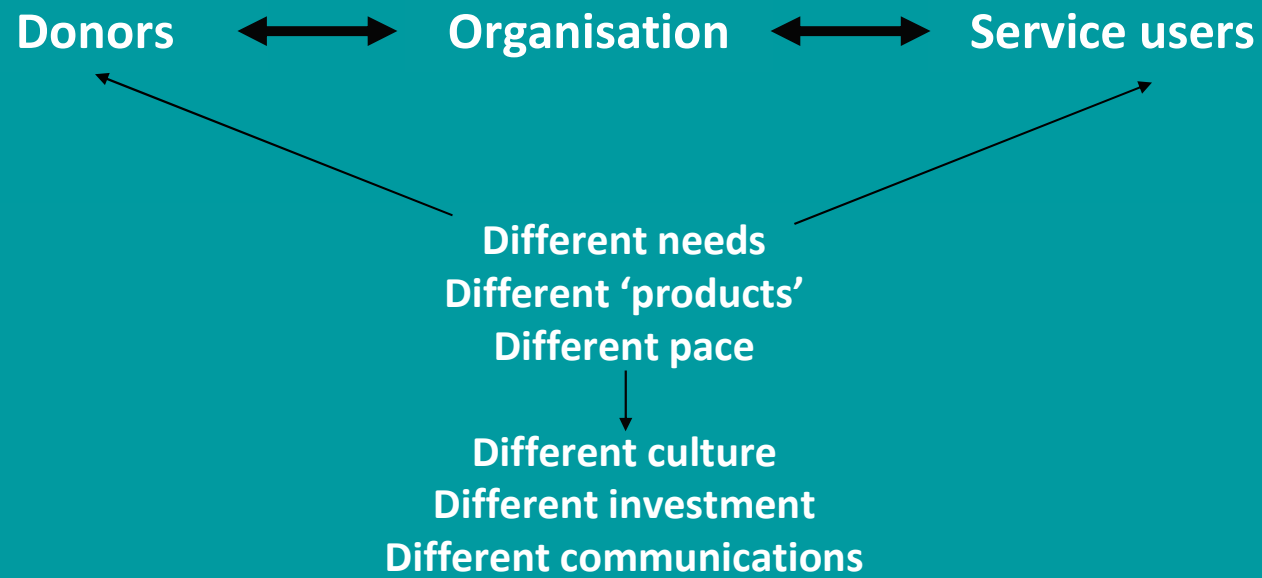


# Two sets of customers

Donors ↔ Organisation ↔ Service users

The Great Fundraising organisation  
meets the needs of both.





**The fundraising organisation is**

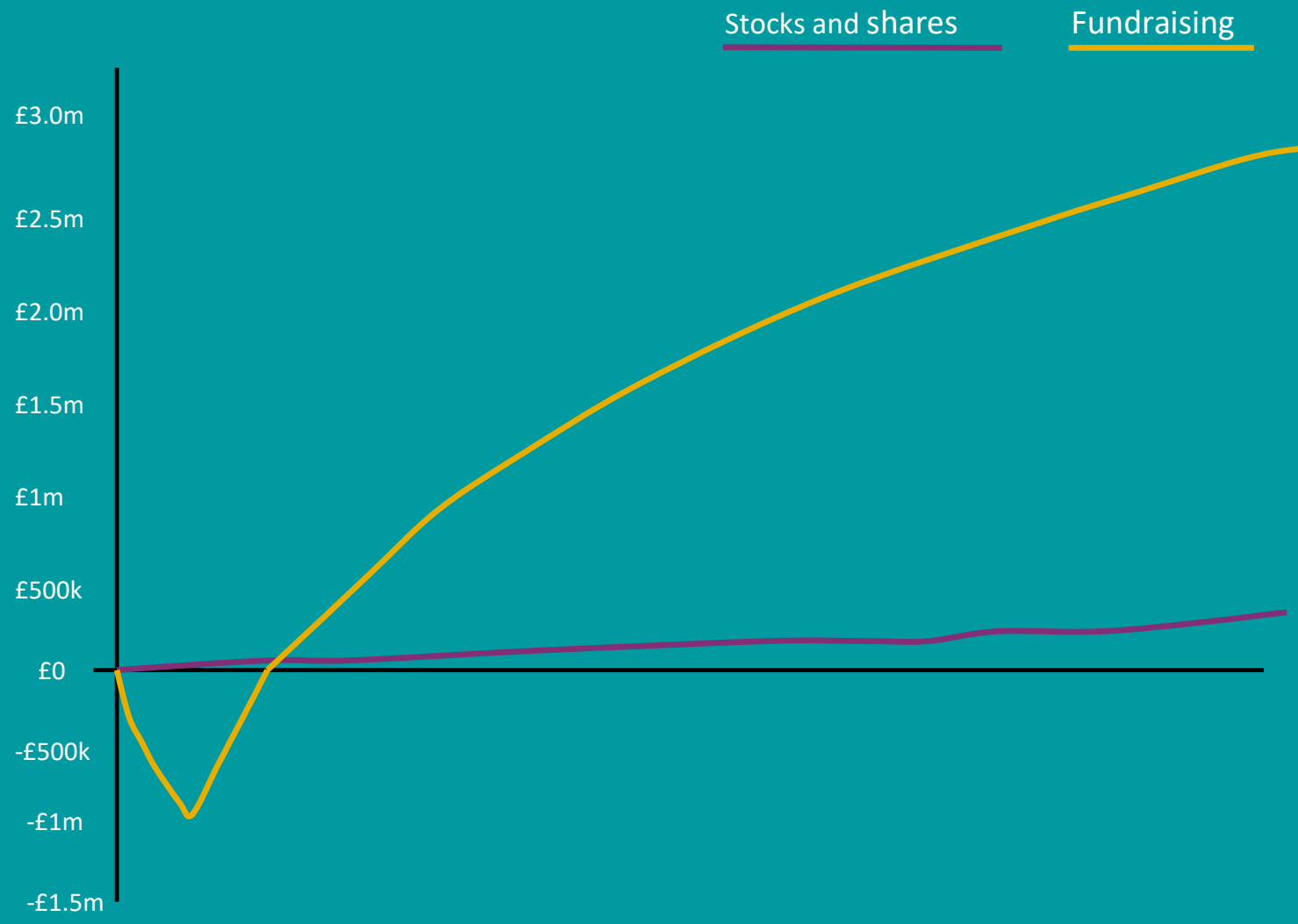
**TWO Businesses**

**With ONE mission,  
ONE governance structure  
And ONE CEO**




# Investment conflicts

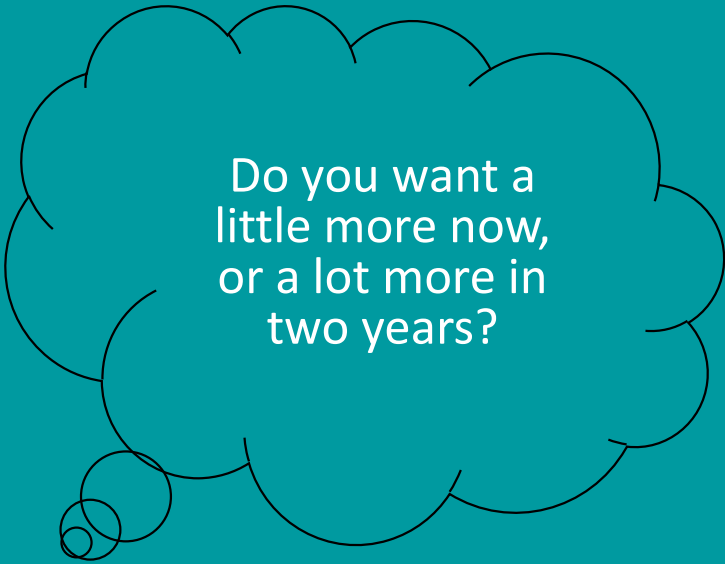




# Resolve this



Why should we spend money on fundraising when lives need to be saved now?

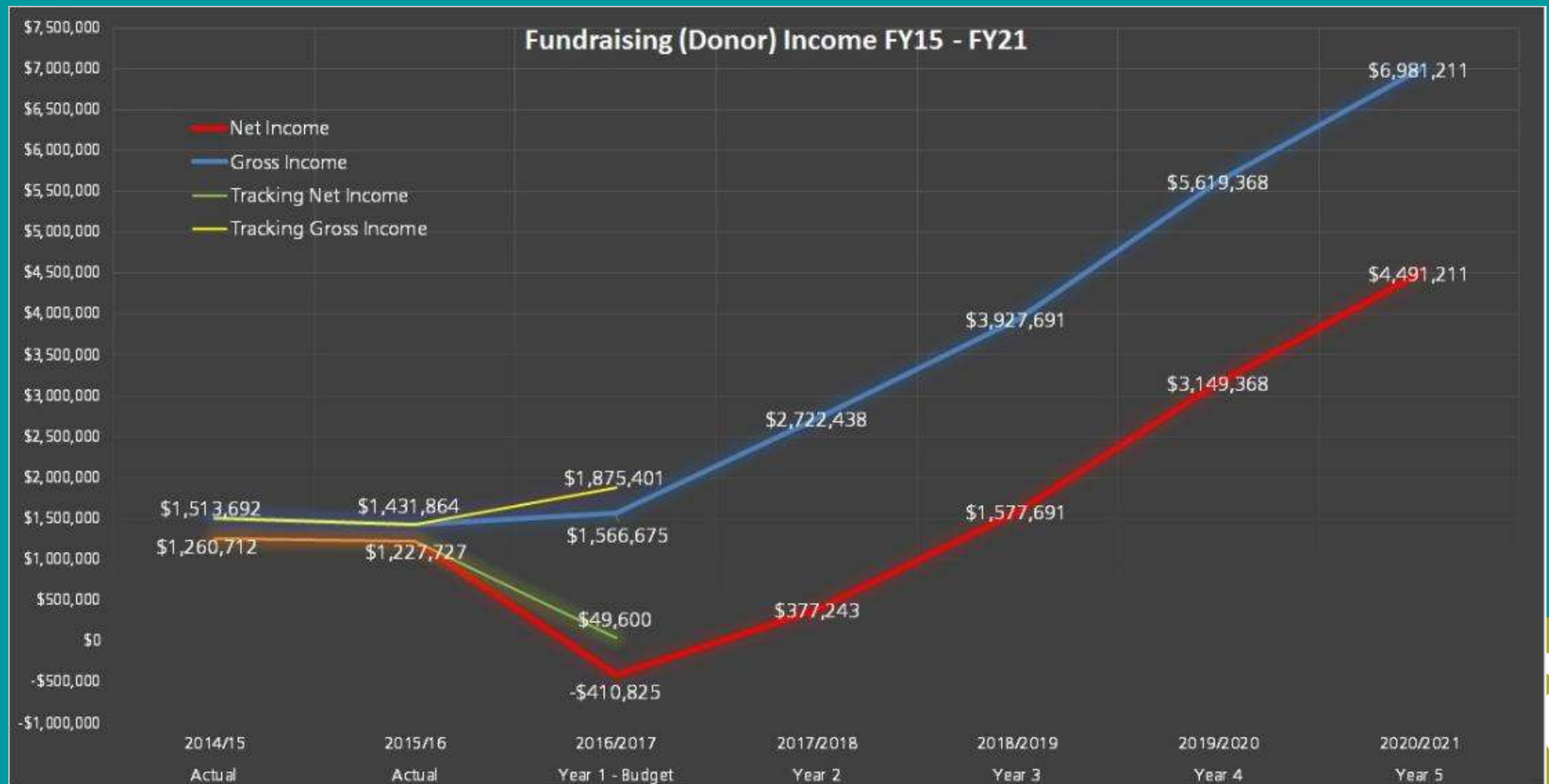


Do you want a little more now, or a lot more in two years?



R

# Education in fundraising investment



# Cultural conflicts





# The non-profit culture clash

## Fundraising

### **Ambitious Achievers**

Need to stand out.  
Need ambition/challenge.  
Freedom to act.  
Fast moving.  
Emotions business.  
Used to sales and marketing culture.  
Manage simplicity.  
Competitive.

## Advocacy et al

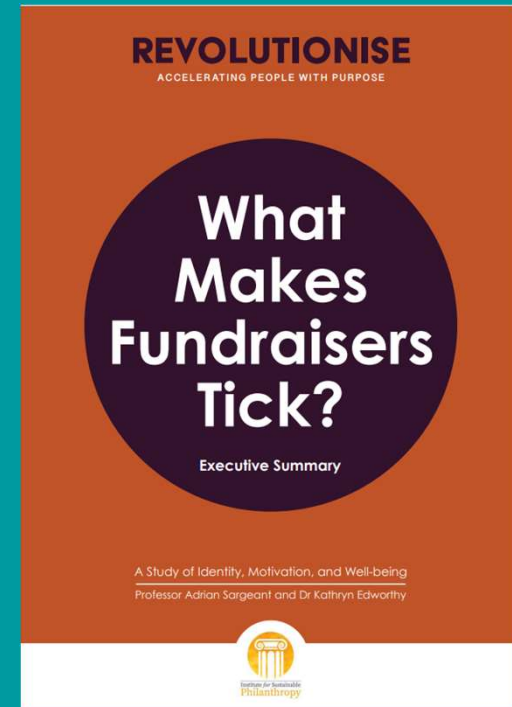
### **Ethical intellectuals**

Need consensus.  
Need to be right.  
Process to avoid error.  
Thorough.  
Evidence business.  
Used to grant giving culture.  
Manage complexity.  
Judgemental.

**R**

# We have a problem ..

Recent polls have found that around 50% of fundraisers expect to leave their jobs within the next two years, but perhaps most worryingly, around 30% have said that they would be leaving the fundraising field altogether in the same period



## Motivators

- Feeling as though I am making a difference to the cause
- Being given autonomy on my area of work
- Feeling valued for the work I do
- Feeling trusted by senior management / the Board
- Being respected as a professional

## Demotivators

- Not feeling supported by senior management/the Board
- Not being respected as a professional
- Feeling under valued or unappreciated for the work they do
- Unrealistic expectations of senior management/the Board
- Having my ideas changed or ignored

R

# Making the culture work together

Talk to people!!!!

Emotionally united



**This means respect and communication.**



They also resolved the cultural conflict by building 'whole organisation' fundraising.



# Communications conflicts



# The communications conflict

It is above the pay grade of fundraisers to decide this.

Consensus leads to compromise.

Leadership must make the call on this.



# The communications conflict

## Fundraising

Ambitious Achievers

The problem.

The need.

Tell stories.

Emotion.

Donors' needs.

Empathy inducing images.

Data driven.

## Advocacy et al

Ethical intellectuals

Our work.

The outcomes.

Give statistics.

Evidence.

Beneficiaries' needs.

Empowering images.



R



# The three key decisions



**There are three key decisions  
that cannot be delegated.**



## The three critical decisions

1) An organisation that meets donors needs.



## The three critical decisions

- 1) An organisation that meets donors needs.
- 2) Prioritisation of investment.



## The three critical decisions

- 1) An organisation that meets donors needs.
- 2) Prioritisation of investment.
- 3) Focused, powerful messaging.



# Whole organisation fundraising

How the organisation behaves  
dictates the quality of our 'product'



**The whole of the  
organisation  
is proud of fundraising  
and able to contribute**



**What five Great  
Fundraising  
Leaders did.**







**Rasmus Kjeldahl**  
Børns Vilkår  
Denmark



**SallyAnn Kelly**  
Aberlour  
Scotland



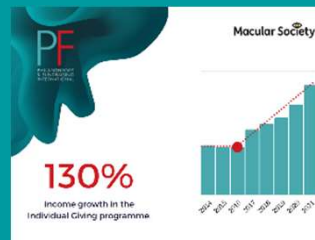
**Cathy Yelf**  
Macular Society  
UK



**Daniel Speckhard**  
Corus/LWR  
USA



**Scott Chapman**  
RFDS  
Australia



# The big picture



# The big picture

They became the best at both businesses.



# The big picture

They became the best at both businesses.

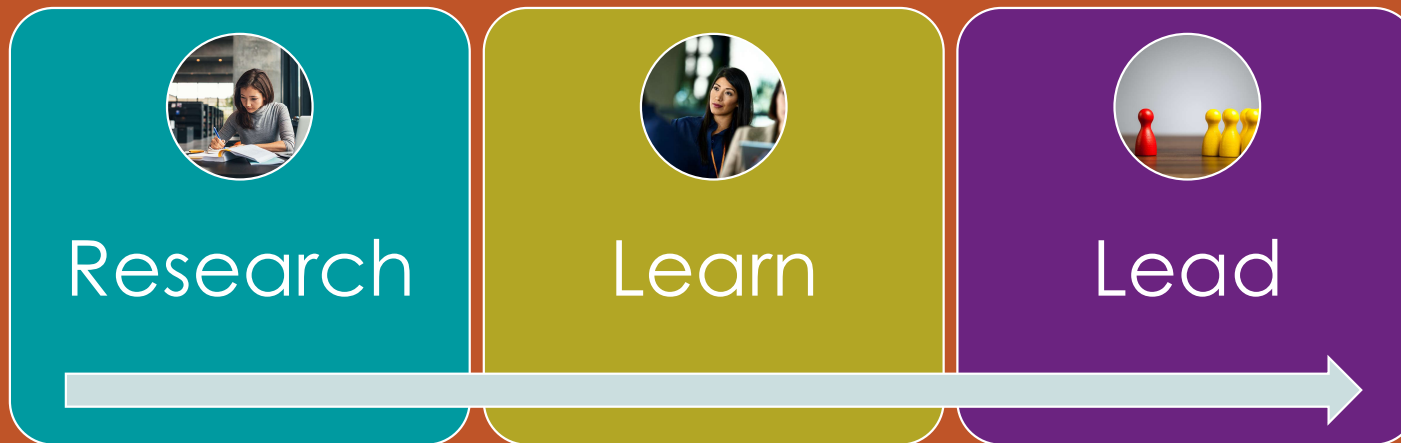
Did not compromise by trying to  
'integrate.'



Eight things they all did ...



1. Researched other successful organisations
2. Took their time to learn
3. Took ownership of kickstarting fundraising



## Four: Achieved organisation-wide buy-in

- They took the time and allocated resources for:
  - Training and immersion.
  - Cultural development programmes.
  - Co-creation of communications.
- They dealt with politics and nay-sayers.
- They remembered to include the board throughout.
- *They got the right people on the bus – and got a few wrong people off it.*



1. Researched other successful organisations
2. Took their time to learn
3. Took ownership of kickstarting fundraising
4. Achieved organisation wide buy-in
5. *Made the three key decisions*





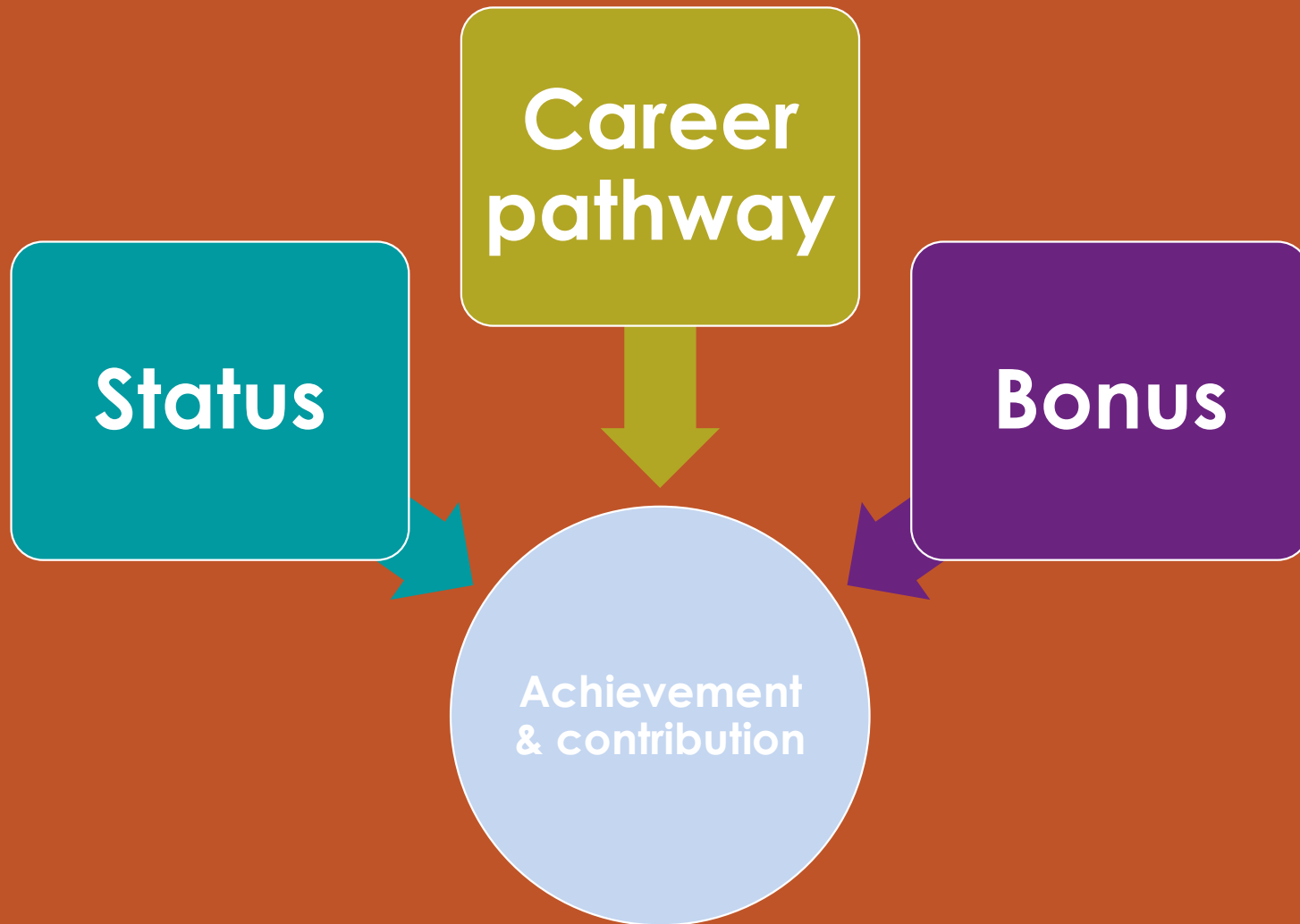
1. Researched other successful organisations
2. Took their time to learn
3. Took ownership of kickstarting fundraising
4. Achieved organisation wide buy-in
5. Made the three key decisions
6. *Set their fundraisers free*



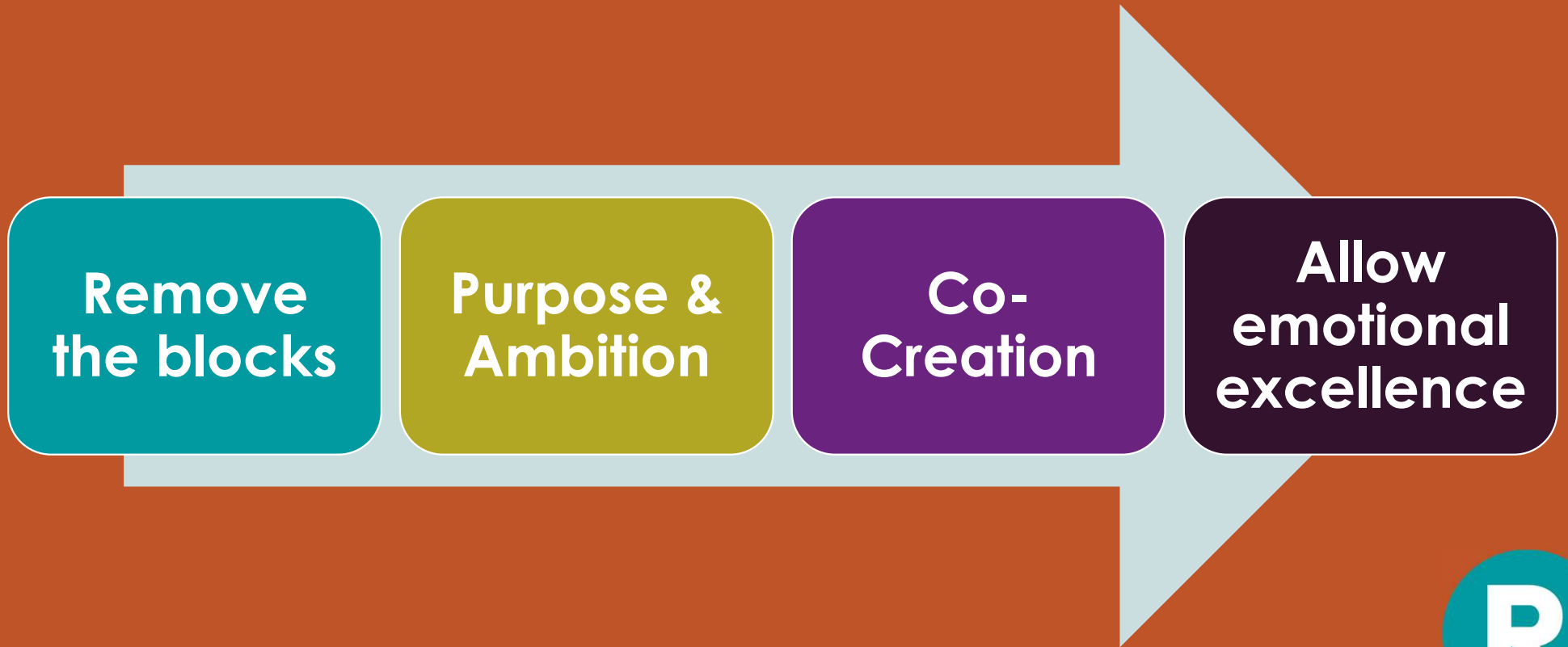
**Remember our problem?**







# Cause connection



1. Researched other successful organisations
2. Took their time to learn
3. Took ownership of kickstarting fundraising
4. Achieved organisation wide buy-in
5. Made the three key decisions
6. Set their fundraisers free
7. They stayed involved



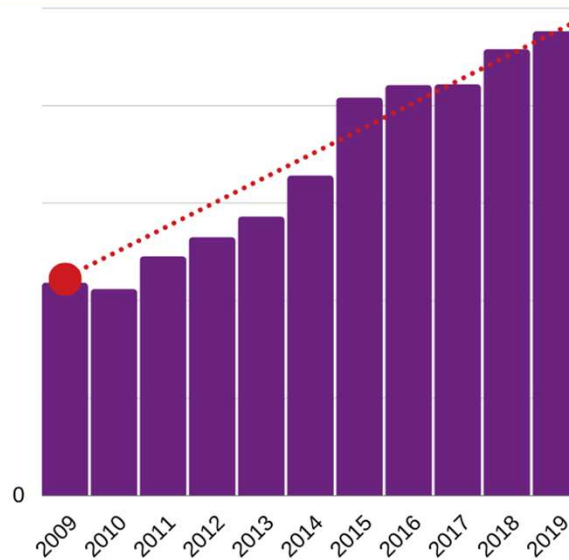
1. Researched other successful organisations
2. Took their time to learn
3. Took ownership of kickstarting fundraising
4. Achieved organisation wide buy-in
5. Made the three key decisions
6. Set their fundraisers free
7. They stayed involved
8. They transformed services





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Heavily reliant on legacy  
income (90% of all in 2006)

Spent 200k on training (1% of  
media spend)

- Bespoke senior management training
- 20+ emotional fundraising masterclasses
- Ongoing 'inspirational' sessions
- Bespoke 'train the trainer' courses ensuring their Great Fundraising training are delivered across the organisation







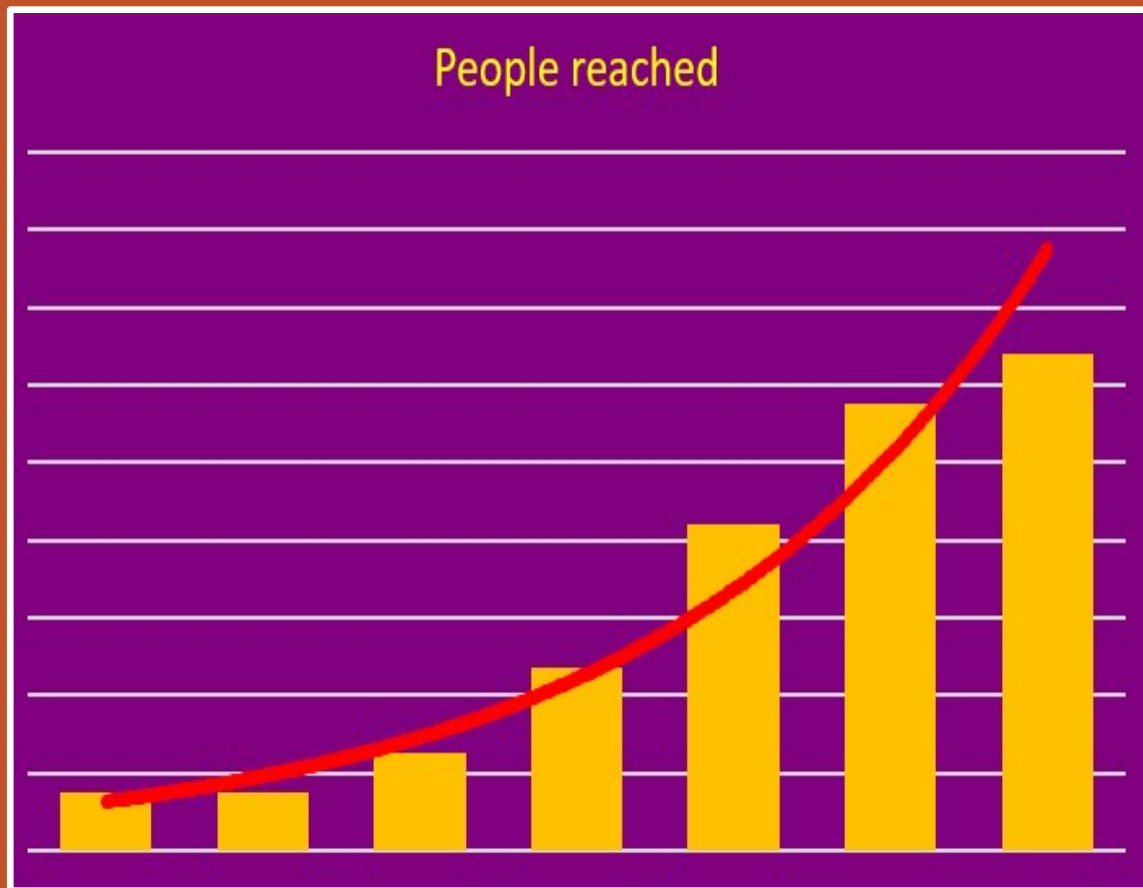
## Culture

- Embedded a culture of storytelling across the organisation
- Entire organisation became proud fundraisers
- Huge increase in awareness of importance of fundraising to the mission

## Communications

- External communications focused on donor needs
- Storytelling is integral to all external communications
- Every member of staff has at least one fundraising story to tell





# Whole organisation buy-in for fundraising

You can inspire everyone that it is possible  
Educate & get buy in  
Design your communications together



# THANK YOU

## Need help getting whole organisation buy in for fundraising?

- **The new ambition.** A co-creation sprint which helps you find the powerful, unifying emotional proposition which is at the heart of your brand, services and fundraising.
  - **Great Fundraising training & strategy sprints.** We are the home of the globally proven Great Fundraising programme and all its associated modules. Organisations implementing this evidence-based programme have raised billions.
  - **Purpose with Precision: Your mission accelerator.** Combining the emotional space with robust analysis, this programme aligns your theory of change with the emotional heart and allows you to build, streamline and align all strategies and communications around your mission.
  - **No compromise consulting.** Experienced, senior consultants and coaches to stand with you as you accelerate your purpose-driven revolution.
- 
- We run public and in-house seminars and webinars to teach the art and science of working in the purposeful and emotional space – why it works, how it works and how to do it. Our events, research and publications can be found on our website, visit: [www.revolutionise.com](http://www.revolutionise.com).

[fiona.mcphee@revolutionise.com](mailto:fiona.mcphee@revolutionise.com)





# Thank you

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