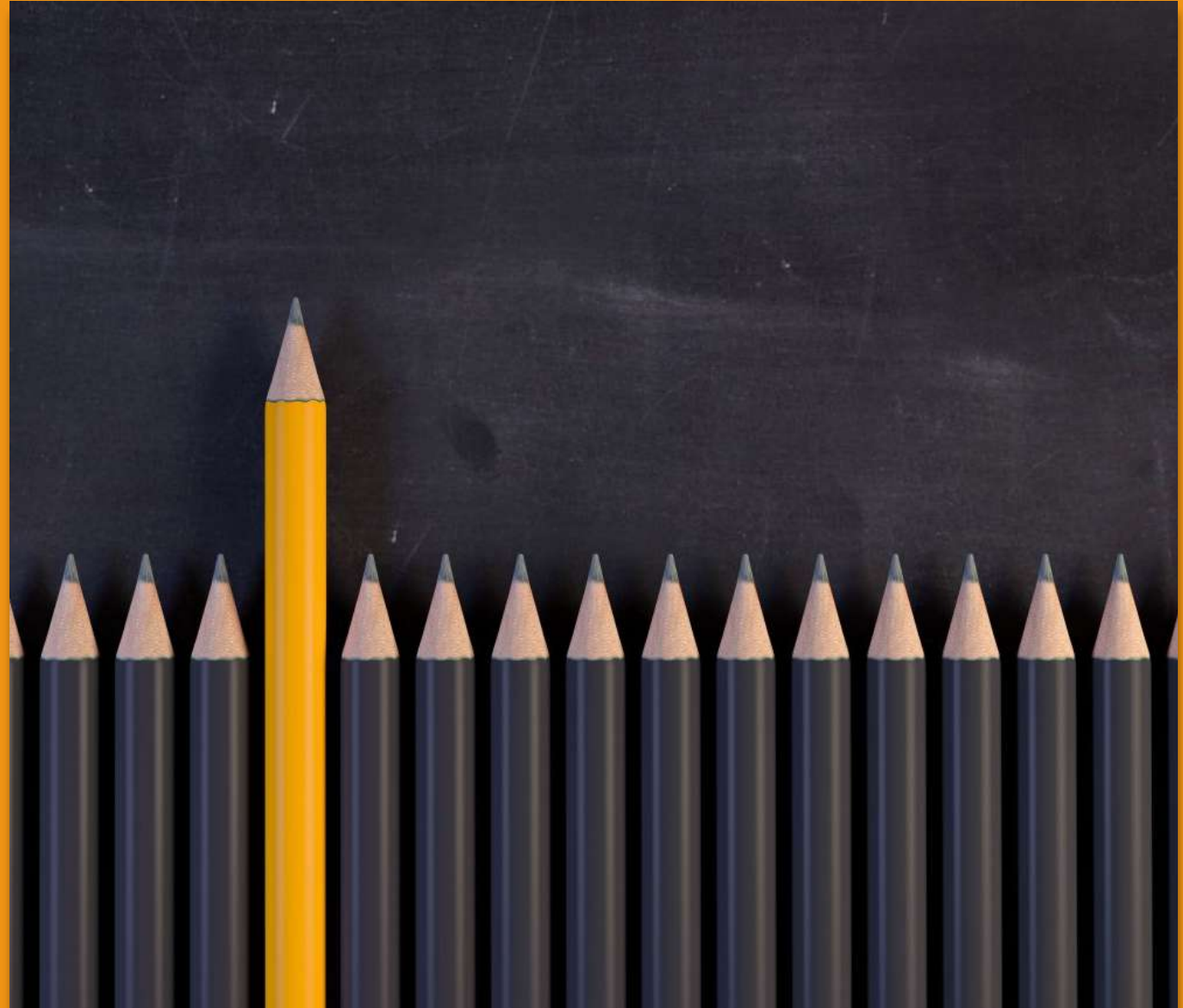


Fundraising Leadership

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Talking about fundraising leadership ... So what are we covering

From Lao Tzu to Greenleaf to Rosso to Drucker to Collins ... and others along the way

Considering research ... and literature ... to explore the role of governance, executive and practitioner leadership

And an approach to personal leadership

Leadership and Fundraising

A leader is best when people barely know he exists,
Not so good when people obey and acclaim him,
Worse when they despise him.

But of a good leader, who talks little,
When his work is done, his aim fulfilled,
They will say: We did it ourselves.

Lao-Tzu

Leadership and Fundraising

Servant Leadership

Increased service to others, a holistic approach to work, a sense of community, and a shared decision-making power and a long-term transformational approach to life and work, in essence, a way of being that has the potential to create positive change throughout our society.

Ten characteristics of the servant-leader

Listening

Empathy

Healing

Awareness

Persuasion

Conceptualisation

Foresight

Stewardship

Commitment to the growth of people

Building community

Leadership and Fundraising

Rosso also identifies this link and specifically identifies the concept of Servant Leadership in this reference to Robert Greenleaf,

... he believed that servant leadership tends to draw allegiance from others in response to the clear servant status of the leader. The best leader, in his view, is the one who leads not from power but from primary motivation to serve.

Thus, the leader who begins with a genuine desire to serve others is the one who demonstrates sterling qualities of leadership.

Leadership and Fundraising

Rosso

As fundraisers, we are sensitive professionals, not just technical practitioners.

We are reflective in our service, and we are servant leaders to the community, to the donors, to the clients who need the services of our organisations.

The word servant in this context is not demeaning; it does not diminish our professional image.

It does require us to ask ourselves at regular those penetrating questions: Am I doing my job right? Am I fulfilling my responsibility to the institution?

Some Observations on Leadership

“A leader has responsibility to his subordinates, to his associates” and calls on leaders to “keep your eye on the task, not on yourself ... you are a servant”.

Drucker introduces the notion that a leader serves the expectations of others - Servant Leadership

Contemporary Views of Leadership

Jim Collins (Good to Great)

and

Level 5 Leadership

- Personal Humility and Professional Will
- The Window and the Mirror
- Level 5 leadership is about building, creation, contribution - it's about service above self
- It's also about a clear view of mission, a steely resolve to succeed, and the courage of conviction around values and beliefs



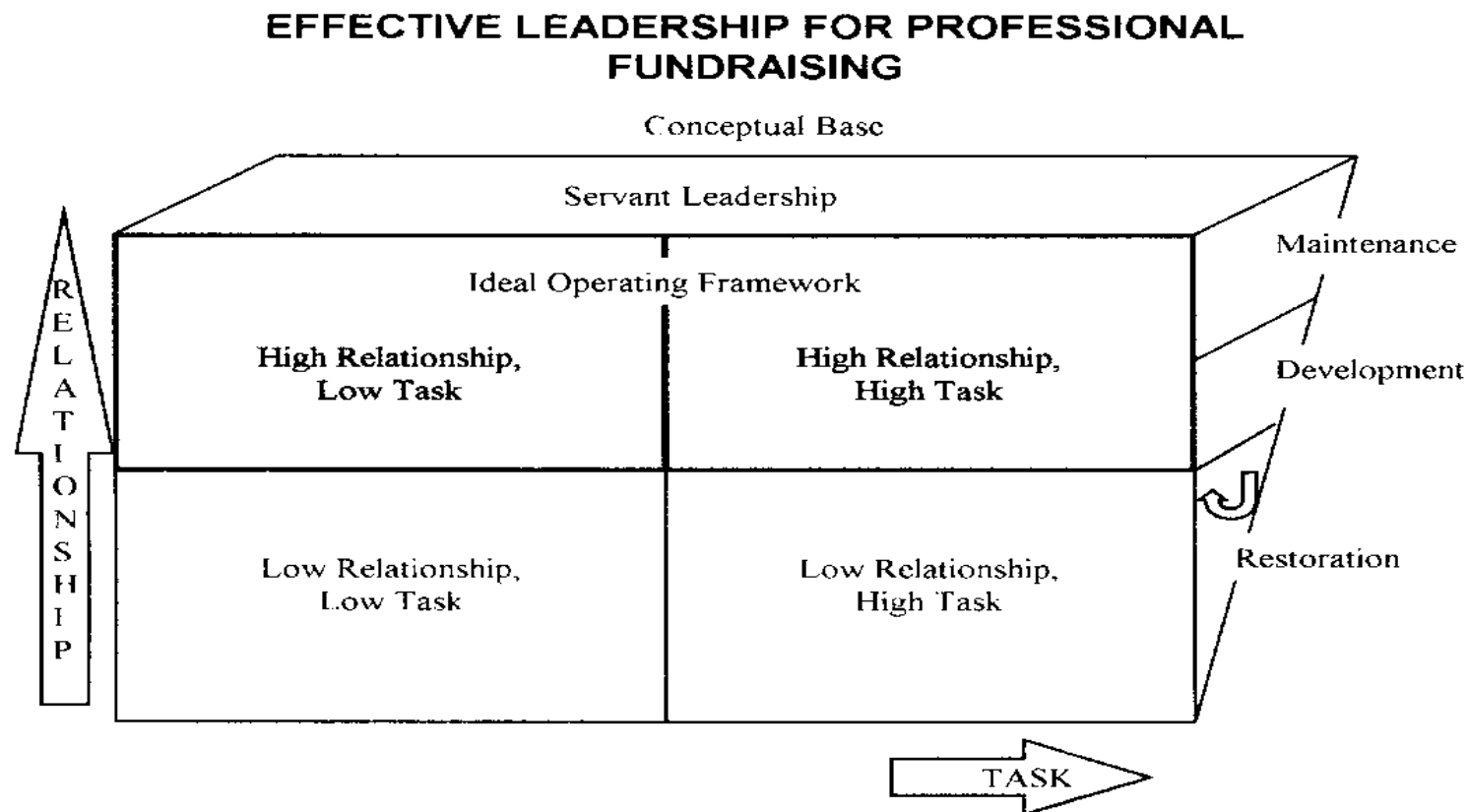
Perspectives from Jim Collins

Level 5 leaders - not about them

Level 4 leaders - it's about them!

- How do we do a better job at clock building, not just time telling
- Return on luck
- How will you change the lives of others?
- Find a way to be useful rather than successful
- Be interested, not interesting
- Opposite to success - is growth - not failure

A Leadership Model for the Fundraising Professional



What makes fundraising truly great?

UK organisations recognised for outstanding fundraising

Cancer Research UK (Cambridge Biomedical Campus)

British Red Cross

National Society for the Prevention of Cruelty to Children (NSPCC)

Save the Children

The Royal British Legion

Interviewed:

Directors of Fundraising and senior fundraising team members

Extended research to other UK charities including British Heart Foundation

Sargeant & Shang; *Clayton Burnett 2012*

Outstanding leaders

- Align organisational metrics with long term drivers of donor value
- Identified necessary standards and behaviors
- Focus on adding value for supporters long term
- Aligned appraisal and reward systems to focus team member ambitions on longer term growth



Outstanding structure

Fundraising leaders manage upward

Rework institutional reward systems to encourage cooperative efforts rather than competition

Work with peers at director level

Finance, Marketing, Public Relations, Campaign and Program management

Organisational learning culture

In most cases a fundamental cultural shift needed to occur at all levels of the organisation ...

Not just at the level of the fundraising team

Basic assumptions and norms need to be challenged and changed ...

By the CEO, the fundraising director and their peers

Organisational learning culture

Outstanding leaders;

- Encouraged flexibility and risk taking
- Provided a development focus

Failure was redefined as the failure to learn from experience

Organisational learning culture

Looking out as well as in;

- Personal support and mentoring offered extended beyond the organisation
- Encourage team members to broaden roles within the profession
- Serve on committees, participate in working groups
- Learn from the experience of others
- Draw on best practices and ideas from across the sector
- Procedures for sharing experience and knowledge

High quality thinking

Technical skills and ...

... unique ability to think and think clearly about themselves

- What they could offer the organisation
- How organisational systems could be managed
- Create the environment for fundraising to flourish

High quality thinking

Organisational change initiators and leaders

- Transform the organisation
- Create outstanding fundraising success

Australian study

Board and executive leadership influencing fundraising

Sargeant; *FIA Foundation/Mobys* 2018

Role of the executive fundraiser

Weinstein

To succeed, this person must be a planner, persuader, writer, analyst, operations manager, cheerleader, and expert in organisational development.

In smaller organisations, the director of development must understand the basics of all resource development strategies and ... become an expert in those strategies most important to the non-profit organisation.

Role of the executive fundraiser

Henry (Hank) Rosso

The development officer, as the pivotal person in the development process, is primarily a teacher and a manager: thus, she or he is;

- a leader, a planner, an advocate for the cause,
- a communicator, a negotiator, an analyst,
- a cheerleader, an activist, a boundary spanner,
- and a bouncer of multiple balls,

to keep the fundraising action synchronised, spirited, and moving forward.

Role of the executive fundraiser

Kay Sprinkel Grace

Identifies that fundraising practice is a multi-disciplinary function ... embracing;

psychology, sociology, anthropology, history and economics.

Along side of more obvious disciplines such as public relations, marketing, accounting, management.

Role of the executive fundraiser

Simone Joyaux

Identifies fundraisers and organisational development specialists and says,

probably more than 75% of 'fundraising problems' are ... organisational development issues - that affect fundraising.

And asks;

What is a great development officer but a fundraising technician + an organisational development specialist?

Role of the executive fundraiser

Joyaux

The accomplished fundraiser;

- Actively participates in governance; organisation-wide strategic planning and evaluation; community needs assessment; and marketing and communications,
- Is a systems thinker; a consummate enabler; a critical thinker; a strategist,
- Identifies relevant information and helps others understand; anticipates and solves problems; takes advantages of opportunities.

Role of the executive fundraiser

Joyaux

Advocates the transformation to accomplished fundraiser through:

- Your own personal commitment,
- Willingness to expand your knowledge,
- Assertiveness - to convince your organization,
- Willingness to practice the knowledge, skills and attitude of an accomplished fundraiser.

Fundraising and leadership in Australian nonprofits

Overview of Australian context

“Who’s asking for what?”

(Wendy Scaife, Alexandra Williamson, Katie McDonald 2013. QUT, ACPNS)

Study background and objectives

Australian nonprofit funding landscape in flux

Organisations;

- Thinking differently
- Developing fresh skills

Enter the fundraising market

Rising competition (community and corporate support)

Fundraiser turnover

New reality affects Boards, CEOs and fundraisers

... and this was 2013!

The two greatest challenges related to Board engagement

Lack of board understanding and leadership in fundraising

Lack of resourcing to undertake successful fundraising

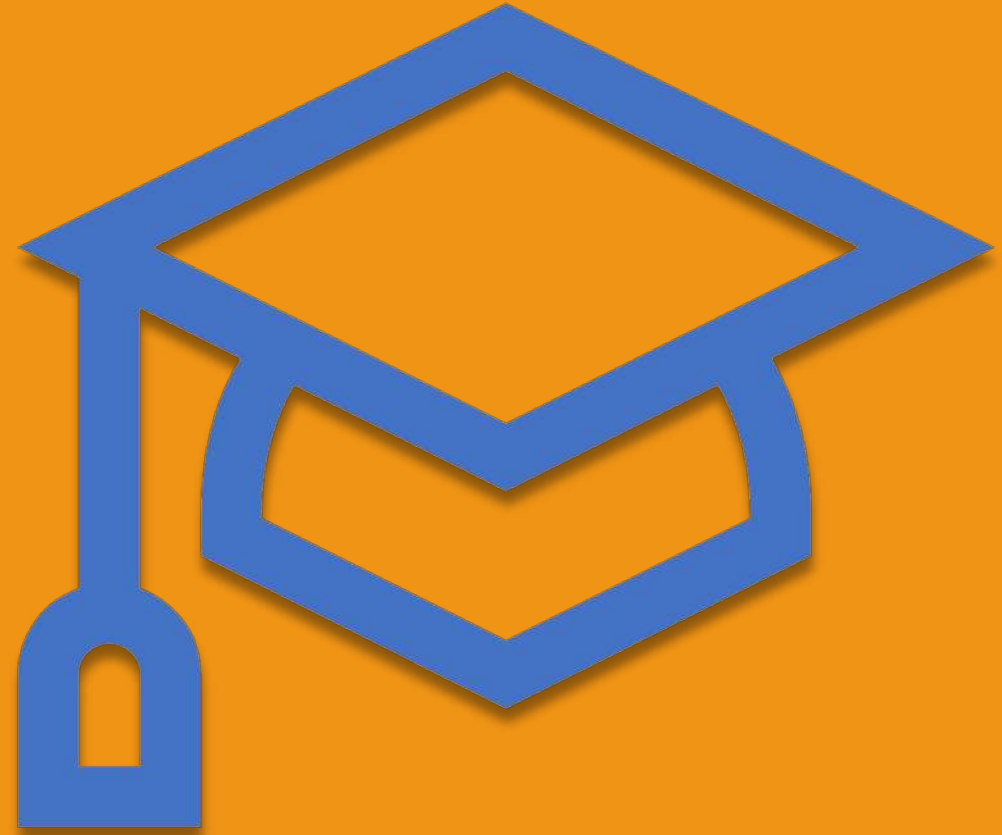
Key recommendation

Importance of the CEO in fundraising

- Communicate strongly with the Board
- Champion fundraising within and for their organisation
- Resource, support and recognise fundraising staff and managers

For philanthropic returns and organisational sustainability, invest in CEO professional fundraising development

The Three R's of
Fundraising
Leadership
(and Three More R's
for Good Measure)





Relevance



Relevance

As a leader, you need to matter

The ability to create results is dependent on relevance

Agile leaders need to be and stay relevant - so 'unfreeze' yourself as a leader

Relevance

Read

- Read, listen, engage - be a student of the world

Understand

- Understand your market and your customers - their challenges and needs - and anticipate them as you can

Be

- Be innovative and creative

Relevance

Staying relevant is hard

Relevance is rooted in change and growth and paying attention - it is about continuous improvement

Take care of yourself - mentally, physically and emotionally

Relationships



Relationships



Relationships

Steve Keating, Lead Today, says;

“Authentic leaders make building real relationships with their people one of their top priorities. They are intentional about it. They will literally schedule time into their day to ‘relationship build’”.

Relationships

Mike Morrison “the world is not made up of things - it is made up of relationships”.

We achieve results primarily through relationships

It's the relationship ... stupid!

Some relationships form fast - most don't

Relationships

Dale Carnegie's advice

“When dealing with people, remember that you are not dealing with creatures of logic, but creatures of emotion”

While Roger Enrico states an uncomfortable truth in saying

“the soft stuff is always harder than the hard stuff”

Results



Results

Daniel Goleman asks,
“What should leaders
do?”

One response:
the leader’s singular
job is to get results

Results

The most common form of human stupidity is forgetting what we were trying to accomplish

Friedrich Nietzsche

The most important thing a leader can do in an organisation is remind people what they are there to accomplish

Professor Herman 'Dutch' Leonard

Results

Naming a result means stating clearly what success looks like - giving partners, grantees, and others an aspirational target against which they can align their leadership.

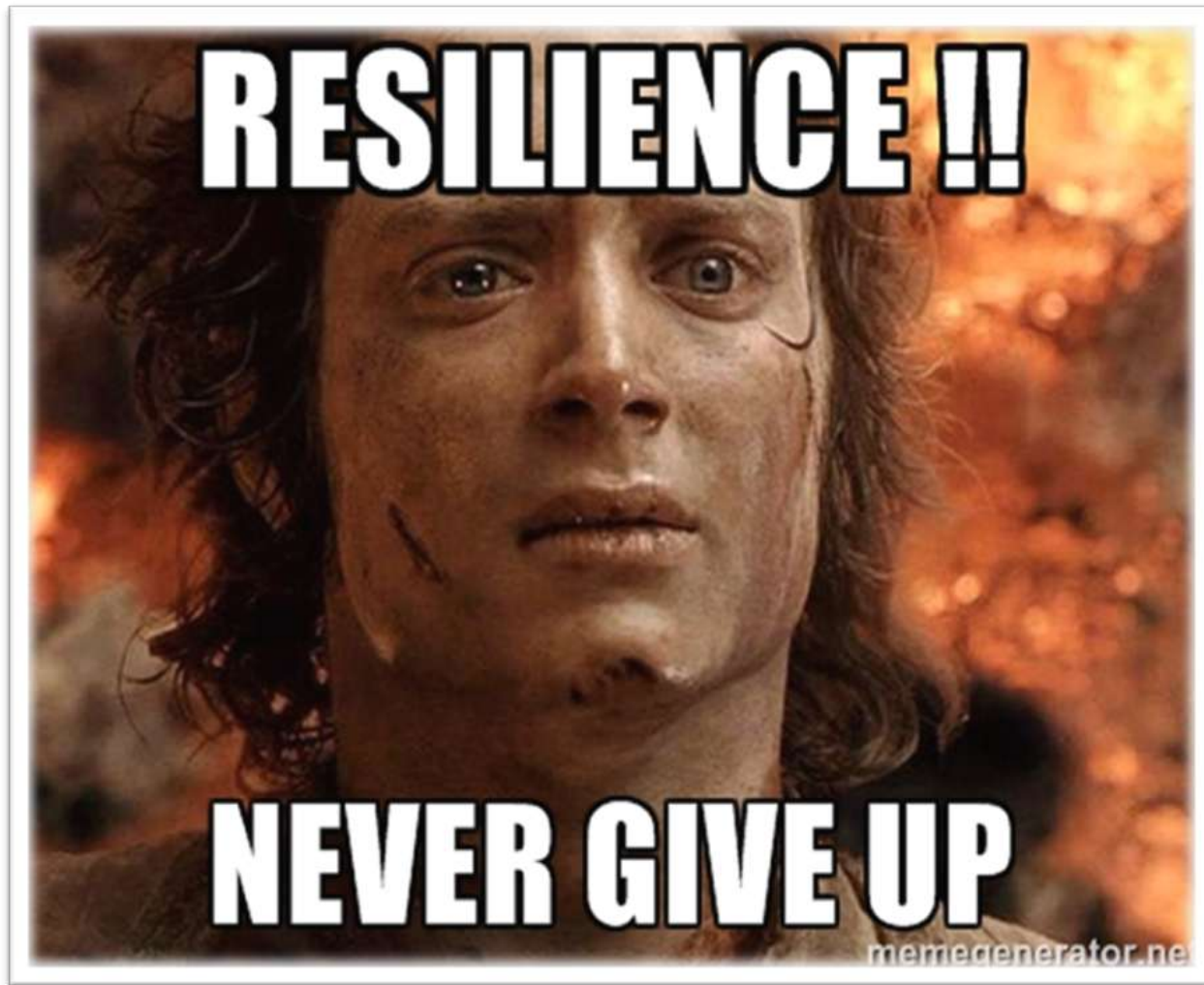
Donna Stark

Results

According to Daniel Goleman

Research has shown that the most successful leaders have strengths in the following emotional intelligence competencies: self-awareness, self-regulation, motivation, empathy, and social skill.

Context, expectations, measurement and reporting are also key to managing the accomplishment of results.



Resilience



Resilient
leaders

Resilience is
often overlooked
as a leadership
competency

Steve Wolinski

Resilient leaders

- Regularly engage in deliberate personal re-energisation
- Create the most positive working environment possible
- Demonstrate optimism about the future
- Are quick to blunt the impact of setbacks

Resilient leaders



Build strong networks and alliances



Are open minded and think laterally



See patterns - and use insights for change



Watch their mouth!

RESPECT

RESPECT EVERYWHERE



Respect

Jim Selman says

Respect can be seen as an action and that it is possible to create a culture in which people naturally and authentically respect each other.

Lao Tzu offers this wisdom

When you are content to be simply yourself and don't compare or compete, everybody will respect you.

Respect

A respectful environment and respectful interactions empower people to be more engaged, healthier, and more productive.

Respect is core to relationships. It should drive esteem in ourselves and in others. Respect translates to trust.

Jon Mertz



Reflection



Reflection

Reflection, broadly defined here, is stepping back from the window and observing:

noting what is happening, looking for patterns, and looking for meaning. It's a thought process, an emotional process, and an intuitive process all at once.

Frank Staroploi

Reflection

Self-reflection - allows for an increased awareness of problematic performance traits and the ability to develop solutions on how to adjust those aspects of your leadership style

Mindfulness - the important thing is to have some form of **introspective practice** that enables you to slow down your mind and reflect on what is important

Reflection

Critical thinking ...

The intellectually disciplined process of actively and skillfully conceptualising, applying, analysing, synthesising, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action.

3 Rs + 3 Rs

Relevance,
Relationships and
Results

Resilience, Respect
and Reflection

So we have
looked at

Leadership concepts relevant to
fundraising

Research and literature framing
fundraising leadership

A personal leadership check list to
think and act on

Now it's over to you ...

Fundraising Leadership

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