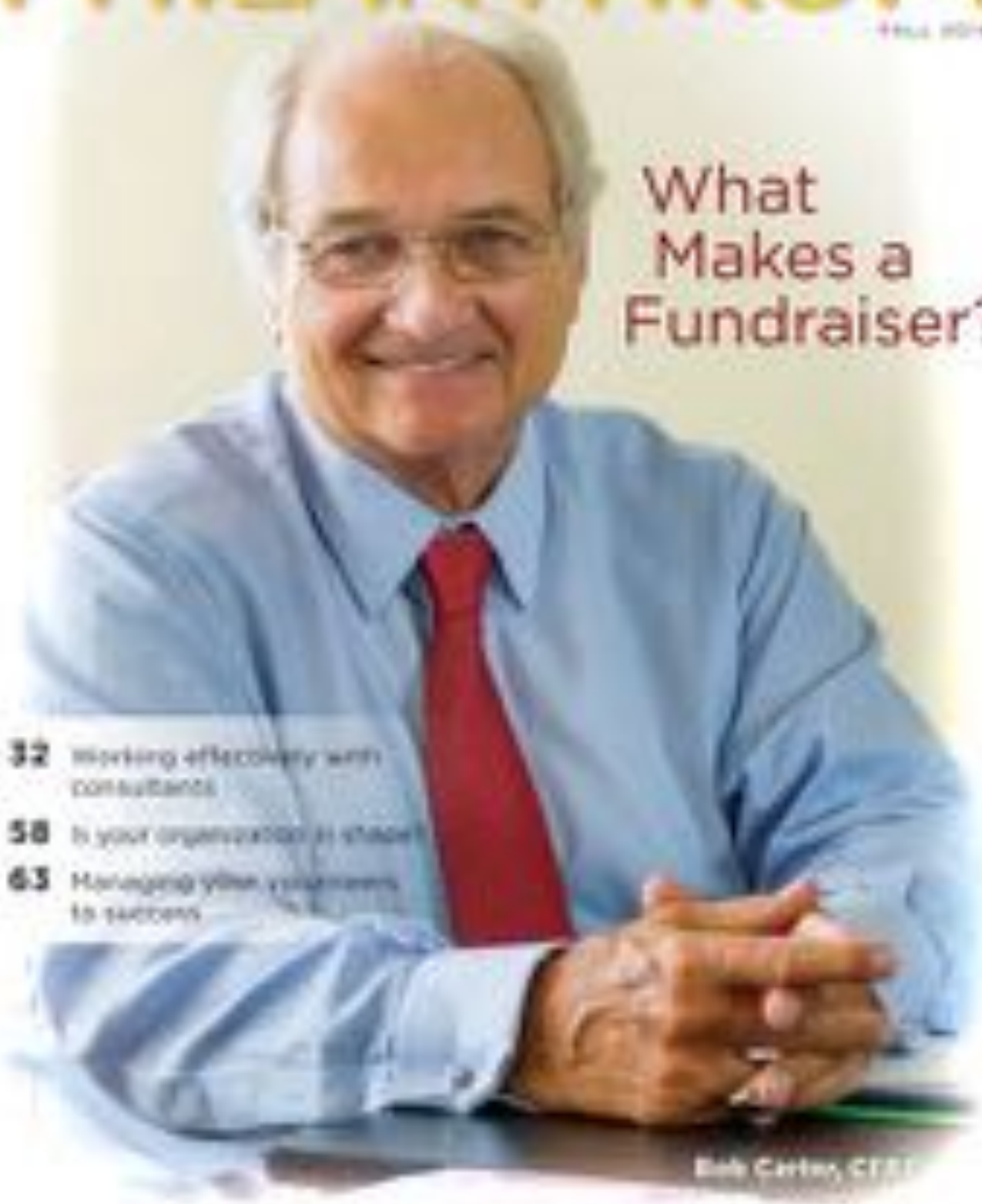


Advancing  
**PHILANTHROPY**

FALL 2014



What  
Makes a  
Fundraiser?

**32** Working effectively with  
consultants

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to success

Bob Carter, CFEI

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Bob Carter, childhood dream of being a professional football player eventually gave way to a profession of a job that the diploma says it wasn't until he had your college job or his's I was before that the foundation was laid for the foundation's career in the nonprofit sector.

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# More Than the Sum of the Parts

## What makes a fundraiser?

By Paul Lammie

**F**undraising an effort is understanding the intricacies of donors, but as they usually proceed in their own interests and activities before the task, though a donor's heart is their own instrument. Make sure that you think.

### What Makes Fundraising Tick?

The psychology of giving has long been of interest to fundraisers, and more recently, the field of neuroscience has been providing a means of coming insight into the workings of the human brain that have dramatically strengthened an understanding of how people give, why they give, and how giving makes them feel. Research about the psychology of the people who make the job of fund raisers, then, has been exceptionally well captured in our excellent research on the fundraiser's mind.

In other words, what makes a donor understand the Cause for Philanthropy is the Volunteer of Time in the United Kingdom ([www.kate-is-a-volunteeruk.com](http://www.kate-is-a-volunteeruk.com)). Fundraising is a challenge, but the fundraising. The [www.fundraising.org.uk](http://www.fundraising.org.uk) is the focus, a source of the Cause for Philanthropy is to be made of a donor you understand. The *Art of Fundraising: The Role of Personal Skills in Giving for Money*. The purpose of the research is rather simple, do you want to generate questions "How do the personal and social skills of fund raisers increase with their professional/technical skills as they do the amount of money raised in good causes?" The answer will be, as fundraisers know, is that?

From research that shows it is giving back of time, not on level of its fundraising, into technical aspects of the job, such as strategies and techniques—but about making us how to be a fundraiser. What personal qualities and "soft skills" are required to succeed in generating the resources of resources that you can build on the

public good? In the same time, the study of charitable giving has been dominated by economists, making the focus on selling factors, such as donor needs and the effect of techniques, rather than attempting to understand or account for the impact of these intangible gifts. In the past few years, it is now possible to understand the intricacies of charitable giving without accounting for the role of fundraising. For example, the *Psychology of Giving in Voluntary Service* being reviewed also led to some insight into the range and style of fundraisers.

At the National Conference of the Institute of Fundraising ([www.instituteoffundraising.org.uk](http://www.instituteoffundraising.org.uk)) in London last year, there was a session for looking into the future. "What kind of experiences of the personal characteristics of T.E. fundraisers," revealed various personal and personal qualities based on development professionals.

- They are emotionally intelligent, which includes having high levels of self-awareness, the ability to regulate emotions, being highly motivated and exhibiting high levels of empathy.
- They have had formal experience in a different setting, such as fundraising or fundraising from their neighbors, which leads them to contribute with others.
- They have a life outside their job, such as being in a charity involving non-competitive sports and taking evening classes.
- They are good customer-orientated, making people providing funds.
- They can read people and situations, understand body language and "hear the unspoken."

- They are repetitive requests: They come gift giving and are for most likely to donors. Most like the general population.
- They have a great reason to give, some unique and subtle.
- They are "time level" - requesting, light touch and get a few of donors but naturally well-regarded, talented, smart.
- They are usually/never asked rather than asked from asking frequently.
- They are not optional, pushing to see the proper behavior, not the plan.

- They are repetitive requests: Despite the job title of "fundraiser," they usually spend more time on fundraising and increasing donations on every level.

So far, the request has involved 10 to 15 gift experiences and a major survey of some 1,000 C&A fundraisers. What has surprised donors the most? The request to give different fundraisers are. They are more personally open but they are donor-communities. It's also critical to find people more than fundraisers as to request donors. This need to see their own and able to where change and to feel the best of a personal life.

## The Salesmanship Dilemma

The differences between the nonprofit sector and the for-profit world have become something of a mantra among fundraisers. Charities look for a greater good, yet only while fundraisers are only interested in their own profits. Fundraisers are motivated by a desire to change the world or save a corner of it, while salespeople are focused primarily on using their company's bottom line. However, fundraisers and business, there come important things in common—most obviously, the need for money. Because fundraisers and salespeople seek to achieve totally different ends, fundraisers argue, their means must differ as well. Otherwise, how could you be selling a television to a fundraiser by another agent?

"We're both trying to encourage someone to make a decision, but for very different reasons," says Brian Baker, president and co-founder of Asking Partners ([www.askingpartners.com](http://www.askingpartners.com)). "What you're selling in the nonprofit world is helping others and yourself."

A major difference between fundraisers and salespeople, Baker points out, is motivation. "In for-profit sales, you both to love the product, and you get paid it," he says. "In the nonprofit world, you believe in the organization, and you sell it, but your reasons for doing so are much more personal."

As the person in charge of training for the third phase of a major public campaign, Phil-

ippe S. Coffin, CPRE, director of advancement strategy and special projects at California Polytechnic State University ([www.calpoly.edu](http://www.calpoly.edu)), had to confront the issue of fundraiser education head-on. Because of a dearth of possible development officers with major gift experience, Coffin has been recruiting people with corporate sales backgrounds and training them to understand the differences between the transactional approach used by salespeople and the relationship approach preferred by fundraisers.

Explaining the differences between fundraisers and salespeople, Coffin says, has helped her more fully understand the role of the fundraiser in the giving relationship equation, as well as the role played by the utilization of a transactional mindset that values the fundraiser's need to secure a gift about the donor's desire to get a good deal where the same person. "A donor just indicates a shared intention and a shared emotion," Coffin says. "If we don't understand our own emotional responses, we run the risk of allowing the transaction to get off in unanticipated directions."

Another critical element is the issue of reputation. If a fundraiser's fear of reputation was to prevent him or her from securing a major gift from a high-net-worth individual, the result for the organization's bottom line could be disastrous. "Because you care so much, it can feel like a personal reaction if a donor says you down," Baker

## The Importance of Confidence

Funders do not view money as a mere commodity, like food or gasoline. Tom Stern, founder of Stern Asset Management ([www.sternasset.com](http://www.sternasset.com)) in Troy, N.Y., has observed that any serious potential form of business should first satisfy one, both formal and informal:

- Equity
- Trust
- Confidence

How can the impact of confidence in the psychological making of a business? The author is still in

the process of getting up with you down." In response, he does a defense of making good and better his (under-though) support that has an in themselves. And after the results a example, such as in the case of a character, he got a a the business's equity due to the in the owner's offerings.

The business that Stern terms and ends with an of study proof of the fact that do, not only of the owner that support the idea of their knowledge of the call. "This is a relevant information and making that fact," Stern says. "That's an useful with the same fact."



and "It becomes a reflection on you and that you in the way of acting."

But you can fundraise from your own company. You can take action personally, rather than suggest. And they also should seek to advance the role of research by taking a more strategic approach to the way they identify and cultivate prospects. And that means taking advantage of knowledge that's already out there.

"Good fundraisers know that money is a by-product of getting the right opportunity in front of the right person at the right time," says donor communication expert Tom Stern ([www.sternasset.com](http://www.sternasset.com)). "But that's straight out of sales and marketing."

Allen, whose background is in commercial sales and marketing, points out that his field is built on a century of empirical research into human behavior that shows people to predict the success of a marketing campaign with a high degree of accuracy. Furthermore, he argues that, whether or not management professionals realize or admit it, fundraising is a specialized kind of sales and marketing. The difference of course is the use to which fundraisers put the same data—the results may seek to place a subtle philanthropic opportunity in front of a strong prospect at a moment that is opportune for both the donor and the organization.

Both salespeople and fundraisers are in the business of convincing people to part

with their money, but for very different reasons. Whereas a salesperson can promise a tangible benefit for the person with the money to spend, a fundraiser

instead can only offer an intangible benefit: to the donor in exchange for the promise of tangible results for other people. And it's also about persuading people to do something they may be in some way resistant to doing. Fundraising is about encouraging people to do something they occasionally want to do.

"My motivations are to eliminate suffering and help people better their lives through education," says William H. Sanchez, PhD, MPH, senior advisor for principal giving at George Washington University ([www.development.gwu.edu](http://www.development.gwu.edu)) in Washington, DC. "Earlier in my career when I sold shoes and knit clothes, the sales were transactional. I provided a service, people bought the product, and I got a commission. I sold a car. But that's changed now."

In providing a donor with an opportunity to achieve self-actualization, a fundraiser achieves self-actualization as well. "I'm engaging donors in a cause and sharing my passion and enthusiasm with donors," Sanchez adds. "It's helping change lives. How great is that?"

“They will give us the best, bestest, the bestest if it is the natural condition or what they do and how they do it.” “Children let’s show you by our do more and more.” “Showable.” “Children it’s great progress.” In the end, Mrs



McDonnell, had developed another fun idea: “It was something in a campaign.” “Show us your.” “It will be a great success if you can do it.” “It will be a great success if you can do it.” “It will be a great success if you can do it.” “It will be a great success if you can do it.”

## Know Thyself

One of the best ways to do your job more effectively and successfully is to fully understand what you, behaviors and strengths you have—and those you need to succeed.

You can determine your own strong style by taking a free, 30-question, self-assessment test on the *Adding Matters* website at [www.addingmatters.com/whats-your-adding-style](http://www.addingmatters.com/whats-your-adding-style).

How would you answer the following (True or False)?

- I have a good memory for facts and figures.
- I get all my best attention span questions.
- Having time alone is important to me.
- I am curious about what makes people tick.
- Once I make a decision, I tend to stick with it.
- I use my feelings to convince others.
- I make lists and check items off when they are done.
- I adapt readily to the style of those around me.
- I have the patience for slow but steady work.
- Goals are important to me.
- I use the energy of others to speed my thinking.
- I think of myself as well organized.

To learn more, read *Adding Style: Master Your Personal Fundraising Power* by Andrea Johnson (Charity/Charity Press, 2012), paperback, 87 pages.

Also, what makes the best major donor fundraiser the best at what they do? What do they

know, what do they actually do, what skills do they display and what personality characteristics do they have?

The Institute of Fundraising (IfF) in London conducted its own research and analysis, interviewing heads of major donor teams from both large and small charities, studying major-gift fundraisers and seeking the opinions of clients and consultants to draw up a list of 30 key competencies, personality traits and behaviors of leading major-gift fundraisers. These competencies were then developed into an online self-assessment tool (<http://www.addingmatters.com/assessment/ifa>), which major-gift fundraisers can use to benchmark how well

### What makes the best major-donor fundraisers the best at what they do?

they exhibit the main attitudes, beliefs, behaviors and essential knowledge of an effective major-gift fundraiser. In addition, the tool will help them identify their strengths and highlight areas of the major-gift process that a fundraiser may want to consider focusing more.

The self-assessment takes about 15 minutes to complete, and your results will not be shared or distributed by the IfF to anyone at any organization. For more information, please contact the IfF at [www.institute-of-fundraising.org.uk](http://www.institute-of-fundraising.org.uk).





“The idea is to try to **identify your strengths** and use them, not to force yourself to be something that you’re not,” she explains. **“It makes a huge difference.”**

**4. Mutual Aids** (continued) *mutual aids* (used to describe an organic, thoughtful and generous and shared through commitment)

Elitism and being afraid that their model was an unrealistic predictor of success or prestige. “The idea is to sit and identify your strengths and see them, not to force yourself to be something that you’re not,” she explains. “It makes a huge difference.”

“The steps we have at the grassroots level are to get feedback to make our success,” says Susan Blumenthal, a top fundraiser about their generous ability to see. “Remember—the traditional fundraising model—usually ends up by making percentage. In fact, she says, more than 80 percent will identify as one of the top successful using Blumenthal’s Giving Style Model (a volunteer and Mutual Aids).”

As a result of being able to take others, some fundraisers share the ability to lead a conversation. When meeting with a donor it has not been whether you are a wealthy and polished member or an informal and business one. “You have to be authentic in the meeting,” he explains. “The No. 1 thing donors look for is authenticity because that’s what’s relationship.”

The Giving Model approach encourages fundraisers to view their particular conversational behavior as strengths that they can use to their advantage when trying to build relationships with donors. “You people will be more of fundraising,” she says. “You never use for a matter of conversation, and that’s more important.”

In addition, the Giving Model could not be used to identify the personalities of donors, which can help an organization choose a fundraiser with a similar style when selecting a gift. Organizations that use the personality matrix to get fundraisers and donors report strong results in the average size of individual gifts—the total of income that can be seen from a fundraiser’s confidence in his or her skills and ability style.

“After years and that this giving approach is not mysterious. It’s a way of helping people work with others with whom they’re naturally comfortable,” he explains. “What usually happens when you see that they didn’t want to give us.” In his experience, he has found that some donors had a relationship building without ever when they show up that they will be able to make a gift. Matching the personalities of the fundraiser and the donor facilitates requests, which makes the conversation easier for the participants.

**What’s Your EQ?**

Who makes it Count (EQ), Journal of emotional literacy and social growth at University of California San Diego, San Diego [www.eqliteracy.com](http://www.eqliteracy.com) or Los Angeles, Calif. mutual personal development or [www.giftgiving.com](http://www.giftgiving.com) (EQ) helped companies



whether the student was paid from the privilege of teaching. He even led her to research the concept of “emotional intelligence” (EI), also called emotional quotient (EQ) (to measure people’s emotions) and not only their emotions but also the emotions of others, in addition to their ability to use their emotions to guide their actions, feelings, and actions.

Concerned in the mid-1990s and made popular in mainstream’s self-help book *Emotional Intelligence: Why It Can Run Your Life*, 1995, a 4-hour EI course was the gift.

1. **Self-awareness** the knowledge of one’s emotions, needs and desires
2. **Self-regulation** the ability to shape one’s emotions in a given situation and to look before acting
3. **Social skills** the ability to engage in interactions and to use social resources around oneself
4. **Empathy** sensitivity to the feelings, interests, and perspectives of others
5. **Motivation** the drive to achieve a goal or objective

Several years, dozens of The Margaret Center ([www.margaretcenter.com](http://www.margaretcenter.com)) is located, with their help, co-author of *The Emotional Quotient* (EQ), 1990, a 1-hour live seminar of applying EI in teaching. “The experience confirms that emotionally intelligent teachers and educators are simply more successful,” says Davis to her partner, “You have emotional intelligence in teaching.” [www.margaretcenter.com/whatwearedoing.htm](http://www.margaretcenter.com/whatwearedoing.htm), [www.margaretcenter.com](http://www.margaretcenter.com).

Has not EI as an essential component despite societal skepticism, which would hinder us to continue this journey to the end. It provides development professionals with a useful tool to be managing and sharing their emotions and being aware to how others respond to them. Furthermore, this tool, essential teachers’ social skills and relationships with high degree of effectiveness in emotionally expressive culture in the organization.

Without all of this, with a more way to facilitate in the course of her that was exposed to a situation can affect the successful outcome of a gift education. It results a new state (and go with a program) where personal philosophy was significantly at odds with Davis’s own. Because to avoid our agency to continue in the program’s mission that the purpose of the tool. Davis started following up with the program and directly for the gift. Each of emotional self awareness is an all encompassing problem, to point out.



Teachers need to understand their own attitudes and emotions too that not, sharing themselves—and that means, I would think of the words of Helen from *Young Phoenix* by Katherine Rundell (1944): “The best strength is that you must not feel small—and you are the same person or feel.”

For more on a future issue or donation, see [www.margaretcenter.com](http://www.margaretcenter.com).

## What Do You Think?

**A**t the conclusion of her session “Who’s Who?” An examination of the personal characteristics of top “fundators” at the National Commission of the Institute of Fundraising in London, Beth Green, Ph.D., director of the Center for Philanthropy at the University of York in the United Kingdom ([www.1000.ac.uk/centre/philanthropy/](http://www.1000.ac.uk/centre/philanthropy/)), asked attendees to consider the following:

1. Do you believe that fundators are born or made?
2. How can you tell that someone is a great fundator?
3. How can you tell someone hasn’t “got it”?
4. What distinctive qualities do great fundators tend to have?
5. Are there any essential qualities that fundators must have?

At one of your chapter meetings, consider discussing these issues. What do you think they tell us about yourself, your peers and the profession?