"What Does Your Employer Want? Aligning the Boss's Expectations With the Realities of Fundraising"

Daryl Upsall FInstF
Welcome
1. Who is Daryl Upsall?

2. What about you?

3. So what are CEOs looking for in senior Fundraising/Development Directors?

4. What are Fundraising/Development Directors looking from you?

5. What is the problem here?

6. What do fundraisers want?

7. Time for us to change ourselves?
plus..... years in fundraising

Raised
$1.5 + billion

Worked in ...

Live in

GlobalCharityJobs.com

Clients: 90 international NGOs and UN agencies &125 national charities, cultural institutions and universities in 23 countries
We provide practical, integrated support to boost fundraising income and organisational growth:

“We were highly impressed with the network Daryl was able to draw on. Working with DUCI and Global Charity Jobs was invaluable in our search for the perfect candidate.”

Jim Walker
Chief Operating Officer
The Climate Group

We have completed more than 300 searches for over 150 different organisations across 114 locations!
What about you?
How long have you been in your current post?

• 1 year?
• 3 years?
• 10 years?
• More?
Who is really happy and fulfilled in their current role?
Straw Poll – What about you?

Who is happy with their salary and benefits?
Who is looking for a change?

• Role?
• Organisation?
• Location?
Straw Poll – What about you?

Who is searching for new staff?
So What Have International NPO CEOs/Director Told Me?
<table>
<thead>
<tr>
<th>Organization</th>
<th>Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amnesty International</td>
<td>Salil Shetty</td>
</tr>
<tr>
<td>Greenpeace International</td>
<td>Kumi Naidoo</td>
</tr>
<tr>
<td>350.org and 350 Action Fund</td>
<td>May Boeve</td>
</tr>
<tr>
<td>Humane Society International</td>
<td>Andrew Rowan</td>
</tr>
<tr>
<td>Int Committee of the Red Cross</td>
<td>Helen Anderson</td>
</tr>
<tr>
<td>Kofi Annan Foundation</td>
<td>Alan Doss</td>
</tr>
<tr>
<td>Assoc. of Prevention of Torture</td>
<td>Mark Thompson</td>
</tr>
<tr>
<td>WaterAid</td>
<td>Barbara Frost</td>
</tr>
<tr>
<td>Oceana</td>
<td>Jim Simon</td>
</tr>
<tr>
<td>foodwatch</td>
<td>Thilo Bode</td>
</tr>
<tr>
<td>International Osteoporosis Foundation</td>
<td>Mario Fetz</td>
</tr>
<tr>
<td>ChildFund International</td>
<td>James F. Cullen</td>
</tr>
<tr>
<td>Human Rights Watch</td>
<td>Michele Alexander</td>
</tr>
</tbody>
</table>
What do you most look for when hiring your most senior international fundraising post?

- Impeccable attention to detail and follow-through
- Never misses a deadline
- Exceptional communication skills.
- Great interpersonal skills
- Real-life examples of their successful fund-raising projects
- Interest in analytics
- Relevant experience/expertise
- Entrepreneurial spirit
- An inspiring leader
- Proven fundraising track record
- Evidence of a suitable network
- Convincing reason for their interest
What do you most look for when hiring your most senior international fundraising post

- Good listener
- Good communicator thorough in their work style.
- Commitment to organisational mission and quality work.
- Ability to speak with the right degree of authority and humility about what we do.
- Ability to make a persuasive case (understanding the audience and articulating our mission)
- Run a small team,
- Organize myriad activities to maintain “touches” with donors
- Integrity, personality, real track record
- Happy people for sure. They don’t have to know fundraising; they need to be able to present themselves succinctly. I can teach the fundraising.
- Also, they need to be people I like in the interview. If I don’t like them at that point, unlikely I will like them down the road.
What do you most look for when hiring your most senior international fundraising post

- Ambition and commitment.
- Proven professional experience in the specific area of fundraising,
- Empathy with organisational goals
- Connectivity to mission even if technically strong. Passion for the mission
- Work in an inter-sectoral way. Excellent Senior Management Team working relationships.
- Person with a strong track record of achievement
- Verifiable record of having raised loads of cash (with hard evidence of attribution)!
- Understands strategic and operational aspects of fundraising
- Experience and maturity of working at a senior level as part of a team
- Relevant experience in a similarly sized or larger global organization, demonstrated track record of effective leadership and the ability to work collaboratively at all levels/with all constituencies.
Key Qualities International CEOs Want

- Inspiring, proven leadership skills
- Proven successful fundraising track record
- Exceptional communication & listening skills
- Commitment & passion for organisational mission
- Experience & maturity of working at a senior level as part of a team, collaborative
- Ambition, commitment, entrepreneurial
When you’re hiring the most senior fundraiser, do professional credentials matter to you?

• **No, not really** is the short answer

“Experience and true success in raising funds is most important”

“Track record and examples of success and innovation are more important than professional credentials.”
What do you want this person to bring to your organisation?

• Innovation, lots of energy and a data driven/“donor centric” orientation and focus.
• Fundraising expertise; ideas, energy and spirit
• Motivates staff to tell their stories better and convinces donors that we deliver on
• Confidence that the mission is eminently fundable.
• A cultural fit (e.g., entrepreneurial spirit, results orientation, tolerance for ambiguity) and energy
• The determination to deliver.
How long do you expect the person to serve in their role?

Consensus....a minimum of 5 years!

“At least four to five years. It takes that long to introduce and inculcate a new culture.”

“As long as they love the work and are still bringing new ideas, innovation and motivation to the team.”
Any questions?
What Do International Fundraising Directors Want When Hiring?
<table>
<thead>
<tr>
<th>Organization</th>
<th>Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oxfam International</td>
<td>Andrew Barton</td>
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<tr>
<td>CARE International</td>
<td>Douglas Tanton</td>
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<tr>
<td>WaterAid</td>
<td>Marcus Missen</td>
</tr>
<tr>
<td>ActionAid International</td>
<td>Matthew Beard</td>
</tr>
<tr>
<td>Action Against Hunger International</td>
<td>Valérie Daher</td>
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<tr>
<td>MSF International</td>
<td>Jordi Passola</td>
</tr>
<tr>
<td>Amnesty International</td>
<td>Julie Verhaar</td>
</tr>
<tr>
<td>SOS Children’s Villages International</td>
<td>Roberta Capella</td>
</tr>
<tr>
<td>4Paws</td>
<td>Veronika Graf</td>
</tr>
<tr>
<td>Operation Smile International</td>
<td>Benedetta Spinola</td>
</tr>
</tbody>
</table>
What do you look for when hiring your most senior international fundraising posts?

- Soft consulting skills (got to be able to get fundraisers to buy-in to change)
- Skill in the deployment of ‘soft power'
- Strategic fundraising vision, management skills & ability to change situations
- Cultural openness & enthusiasm for international experience.
- Understanding of overall global trends in fundraising, & strong experience working across multiple platforms or domestic markets
- Ability and experience to influence and shape governance and senior management organization direction/ability to influence
- The level of knowledge, the entrepreneurial spirit, innovative
When hiring a senior fundraiser, do professional credentials matter to you?

(E.g. Master in Marketing, CFRE/ACFRE, Diploma in Fundraising, Advanced Diploma in Fundraising.)

Not really!

• No, it's more about practical experience
• Not really. It’s more their experience and attitude, attitude and attitude
• Nice to have but usually I look more for a proven track record in organisations that are known for good fundraising programs.
• Not so much. I more value the professional exp and the results in the former positions.
When hiring a senior fundraiser, do professional credentials matter to you?

(E.g. Master in Marketing, CFRE/ACFRE, Diploma in Fundraising, Advanced Diploma in Fundraising.)

But still valuable for many...

“Professional credentials, and industry engagement matter and speak to an individual’s ability to embrace lifelong learning & listening to the external marketplace.”
When hiring a senior fundraiser, do professional credentials matter to you?

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“Professional credentials, and industry engagement matter and speak to an individual’s ability to embrace lifelong learning & listening to the external marketplace.”

Keep learning and training for those CFRE and ACFRE.
Which part of the world are you finding it hardest to find suitably qualified and experienced senior fundraising staff in?

- South East Asia, especially India
- Middle East
- Africa, especially South Africa
- Latin America
- Austria & Germany
- Eastern Europe

So get the passport ready and learn languages!
Which senior roles in fundraising are you finding hardest to fill?

- Digital fundraising, online etc.
- Leadership giving (Major donor, foundations, corporate)
- Global & strategic fundraising analysis roles
- Institutional fundraising (Government, EU etc.)
Any questions?
What Employers Want
U.S. Survey Results
Overview of Survey Participants

- Total responses
  8 CEOs
- Budget range of organizations
  $2.5 million - $114 million
- Geographies
  Los Angeles, CA
  Washington, D.C.
  Chicago, IL
  Tulsa, OK
  Alexandria, VA
Comparison to Profession from 10 Years Ago

- Fundraising campaigns are similar but strategies/vehicles utilized are different today
- Shift from galas and mailings to high-tech/digital approach
- Savvier donors who are motivated by impact. Organizations need to be good stewards of a donors’ dollars
- Deepened emphasis on restricted giving and results/impact
- More competitive environment, fewer major donors
- More corporations/foundations forming coalitions to expand impact (ex: STEM funding network)
- Greater burn out of development professionals
- Pool of qualified professionals is smaller than the demand leading to job hopping.
- Salaries are increasing and hard to afford
- Still can’t substitute technology for personal relationships
What Is the Role of a Fundraiser

• Develop strategies to engage donors
• Facilitate opportunities to identify, engage, solicit, and steward donors and prospects
• Raise money on behalf of the organization
• Strategist, relationship builder, critical thinker, collaborator, decision maker, flexible, and extraordinary communicator
• Can make a strong case for support for an organization
• Can track down leads, make introductions, follow up, and close a deal
• Leverage resources and people around the organization to find leads and cultivate donors
Accomplish What?

If a fundraiser in your organization could only accomplish one thing all year, what would it be?

• Actively build and solicit a pipeline of engaged donors
• Decrease fundraising costs
• Build lasting relationships
• Ensure budgets are met and goals are achieved
• Engage a major new donor and help program staff develop and execute strategies to secure a major gift
• Stay on budget without jeopardizing long-term donor value
• Increase the number of major donors by 10-15%
Rainmaker or Facilitator

Bar chart showing the comparison between Rainmaker and Facilitator roles.

Rainmaker: 20%
Facilitator: 70%
What do you think is causing high turnover in the fundraising profession?

- Issue of supply and demand. Demand for high quality development professionals and there is a low supply of multi-faceted fundraisers in the field
- High-pressure work environments where every penny counts. Seasoned professionals leave for higher paying jobs and regulations present obstacles as well
- Not a lot of advancement opportunity or chances to change roles. People tend to go into consulting or leave the business
Turnover

Have you taken any steps to understand the turnover in your organization and/or retain fundraisers?
Have you taken any steps to understand the turnover in your organization and/or retain fundraisers?

- Yes
- No
Compensation

Do you think fundraisers are compensated appropriately?

- Yes: 80%
- No: 20%
Do you think fundraisers are compensated appropriately?

- Quality is expensive
- It is a competitive market that is very demanding
- Relative to the amount of income fundraisers bring in, probably not
- Overpaid fundraisers live off of their reputation more than their more recent successes/results
- CEOs tend to think fundraising is easier than it is so a lot of them think compensation should be low
**Hiring**

**What are 3 things you look for in a fundraiser during the hiring process?**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Proven fundraising skills and direct solicitation experience</td>
</tr>
<tr>
<td></td>
<td>Fit with the mission, culture, and donors</td>
</tr>
<tr>
<td></td>
<td>Ability to build consensus and build relationships internally and externally</td>
</tr>
<tr>
<td>2</td>
<td>Has connections to donors</td>
</tr>
<tr>
<td></td>
<td>Takes initiative and has implemented new ideas</td>
</tr>
<tr>
<td></td>
<td>Personality fit (outgoing)</td>
</tr>
<tr>
<td>3</td>
<td>Management/organizational skills</td>
</tr>
<tr>
<td></td>
<td>Strong writer and clear communicator</td>
</tr>
<tr>
<td></td>
<td>Cost</td>
</tr>
</tbody>
</table>
• How much experience do you think a fundraiser should have to lead a development department?
When you’re hiring a fundraiser, do professional credentials matter to you?
• Would you give more weight to a candidate who has a CFRE/ACFRE designation?
After a fundraiser is hired, what do you want them to accomplish?

- 1 month
  It’s all about listening
  Acclimate and learn the systems
  Go on donor meetings with senior leaders

- 6 months
  Develop a plan and start to execute
  Donor relationships are being built and cultivated; get to know the top prospects and donors

- 1 year
  Track and evaluate progress. Make adjustments to increase success for the future
Any questions?
What is the problem here?

“This study reveals that many nonprofit organizations are stuck in a vicious cycle that threatens their ability to raise the resources they need to succeed.”

https://www.compasspoint.org/underdeveloped
We appear to have a turnover crisis.

“CompassPoint surveyed more than 2,700 executive directors and development directors across the country. Our sample includes a great diversity of organizations.

The report found high levels of turnover and lengthy vacancies in development director positions throughout the sector.”
• The report found high levels of turnover and lengthy vacancies in development director positions throughout the sector.

• More significantly, the study reveals deeper issues that contribute to instability in the development director role, including:
  • lack of basic fundraising systems
  • inadequate attention to fund development among key board and staff leaders.
High level of instability and uncertainty in the development director position in nonprofit organizations.

Among the concerns: high turnover, long vacancies, performance problems.

Large numbers of development directors are not committed to careers in fundraising.

Most concerning is the combination of long-time vacant positions—especially among smaller organizations—and high rates of anticipated departure among current development directors.

Staff vacancies add to problem
Why are Development Directors not Staying in Post?

**Development Director Position Vacancy Lengths**

- **2 Years**
  - Under $1 million: 21 months
  - Between $1-5 million: 12 months
  - Between $5-10 million: 10 months
  - Over $10 million: 8 months

- **1 Year**
  - Under $1 million: 4 months
  - Between $1-5 million: 5 months
  - Between $5-10 million: 2 months
  - Over $10 million: 2 months

Vacancy in Months
- **Mean**
- **Median**

Reported by Executive Directors

**UNDERDEVELOPED: A National Study of Challenges Facing Nonprofit Fundraising**

#afpc | afpc.com
Why are Development Directors not Staying in Post?

Development Directors **Anticipate Leaving the Organization** within 2 Years

- Under $1 million: 57%
- Between $1-5 million: 51%
- Between $5-10 million: 49%
- Over $10 million: 38%

By Organizational Budget Size
“Organizations aren’t finding enough qualified candidates for the job. More than half (53%) of executives reported that their most recent development director hiring process attracted an insufficient number of candidates with the right mix of skills and experience.”
CEOs not satisfied by Development Director Performance

Executives Very Satisfied with Development Director Performance

- Under $1 million: 27%
- Between $1-5 million: 36%
- Between $5-10 million: 37%
- Over $10 million: 41%

By Organizational Budget Size
Any questions?
What do Fundraisers Want?
Fundraisers of the world

WHAT DO YOU WANT?
• First international fundraisers survey
• Based on AFP survey plus extras
• 70 different countries represented in 667 total answers
• Top 20 countries represented include countries in N America, Europe, Central and East Asia, Latin America, Africa:
• **Located in larger urban areas**: 60% in cities with over 1M inhabitants, **37%** in cities with over 3 million

• **55% from international organisations**, 25% national organisations

• 33% of organisations raised over $10 M USD; 10% raised over $100M; Only 14% raised less than $500,000 USD

• 41% with fundraising teams of 5 or less; 20% with teams over 20
Relatively senior group of respondents:

- 44% in top organisational/fundraising roles:
- 10% CEO, 24% CDO 10% Deputy Director
- 54% manage multiple fundraising functions or have cross-competency focus (ie. Consultant) Remaining 46% hold channel specific roles
- 54% had over 15 years experience in the workforce / 42% had between 10 – 19 years professional experience
Fundraisers are relatively happy with their salary and benefits package.

Only 30% are somewhat or very dissatisfied and nearly 60% are between satisfied or very satisfied.

Q26. Overall, how do you feel about your salary and benefits package?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Count</th>
<th>%</th>
<th>Percentage of total respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Satisfied</td>
<td>95</td>
<td>14.24%</td>
<td></td>
</tr>
<tr>
<td>Somewhat Satisfied</td>
<td>141</td>
<td>21.14%</td>
<td></td>
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<tr>
<td>Satisfied</td>
<td>160</td>
<td>23.99%</td>
<td></td>
</tr>
<tr>
<td>Somewhat Dissatisfied</td>
<td>158</td>
<td>23.69%</td>
<td></td>
</tr>
<tr>
<td>Very Dissatisfied</td>
<td>49</td>
<td>7.35%</td>
<td></td>
</tr>
</tbody>
</table>
The most desired and under-provided benefits are at no additional direct cost to the organisation:

• flexible work schedule and location
• professional development leave.
The most desired and under-provided benefits are at no additional direct cost to the organisation:

- flexible work schedule
- location
- professional development leave.
What stops us doing our jobs professionally by Country

Most important factors that prevent fundraiser from doing job professionally

- None
- Insufficient staff personnel
- Insufficient budget for fundraising
- Insufficient understanding or appreciation of fundraising by the organization leadership
- Other / Do not know

66
Fundraisers are also very satisfied overall with their career:

- Over 70% are either somewhat or very satisfied!
- Only 5% are either very or somewhat dissatisfied.

Q32. Overall, how do you feel about your fundraising career? Would you say that you feel:

<table>
<thead>
<tr>
<th>Responses</th>
<th>Count</th>
<th>%</th>
<th>Percentage of total respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Satisfied</td>
<td>192</td>
<td>28.79%</td>
<td></td>
</tr>
<tr>
<td>Somewhat Satisfied</td>
<td>273</td>
<td>40.93%</td>
<td></td>
</tr>
<tr>
<td>Just OK</td>
<td>103</td>
<td>15.44%</td>
<td></td>
</tr>
<tr>
<td>Somewhat Dissatisfied</td>
<td>29</td>
<td>4.35%</td>
<td></td>
</tr>
<tr>
<td>Very Dissatisfied</td>
<td>6</td>
<td>0.90%</td>
<td></td>
</tr>
</tbody>
</table>
What prevents fundraisers from doing the job?

- Insufficient understanding or appreciation of fundraising by leadership (18%) and insufficient staff (18%) are the two most important factors that prevent fundraisers from doing better.

![Chart showing responses to Q34: What is the most important factor in your organization that prevents you from doing your job more professionally?]

- None: 100 (14.99%)
- Insufficient staff personnel: 125 (18.74%)
- Insufficient staff training: 25 (3.75%)
- Insufficient budget for fundraising: 70 (10.49%)
- Insufficient understanding or appreciation of fundraising by the organization leadership: 124 (18.59%)
- Competition from other assigned duties: 69 (10.34%)
- Insufficient authority to exercise professional judgment: 50 (7.50%)
Work Preferences Which Affect Performance

1. Work content – challenging work to do
2. The quality of senior management
3. Work where individual accomplishment is appreciated and recognition given for achievement
4. Opportunity to improve knowledge and skills
5. A job where creativity can be applied
6. Opportunities for advancement

(Nicholson and West 1988 – USA study)
7. Opportunity to influence organisational policies
8. Job security
9. Belonging to an organisation that is highly regarded
10. Opportunity for high earnings

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(Nicholson and West 1988 – USA study)
Any questions?
Prepare yourself to change the world.
Optimism
Ambition

I ♥ AMBITION

Aim high, but get used to disappointment.

Ambición
Innovation

BRAND CAMP by Tom Fishburne

LIFECYCLE OF INNOVATION

EUREKA!

TECHNICAL FEASIBILITY

LEGAL REVIEW

MANAGEMENT INDECISION

DEVELOPMENT

FINAL PRODUCT

STUBBORNLY MARKETED AS ORIGINAL IDEA

www.skydeckcartoons.com
Entrepreneurship

Virgin +

Entrepreneurship
Combination + Combinación
Perseverance

I can accept failure, but I can't accept not trying.

~ Michael Jordan

The greatest results in life are usually attained by common sense and perseverance.

(O Feltham)
Passion

Pasión
Humour

LAUGHTER
Sometimes it comes from the most subtle of gestures, and warms the coldest of corners.

Keep the fun in fundraising
“The people who are crazy enough to think they can change the world, are the ones who do.”

STEVE JOBS

That can be YOU
“It always seems impossible until it’s done.”
Nelson “Madiba” Mandela
Helping you to change the World
The first choice for job seekers and recruiters worldwide

We put non-profit organizations in touch with prospective candidates, wherever they are based in the world.

Whether you are looking for your next career move or would like to advertise a vacancy to a truly international audience, this unique site will give you instant access to the global not-for-profit jobs market.
INTERNATIONAL FUNDRAISING CONFERENCE
Baltimore, MD
March 29 - 31, 2015