

FIA Conference 2024

Where **passion**
meets **purpose**

Brisbane
28 Feb – 1 Mar

FIA CONFERENCE

What makes fundraisers tick?

EMERGING ISSUES & GLOBAL TRENDS TRACK

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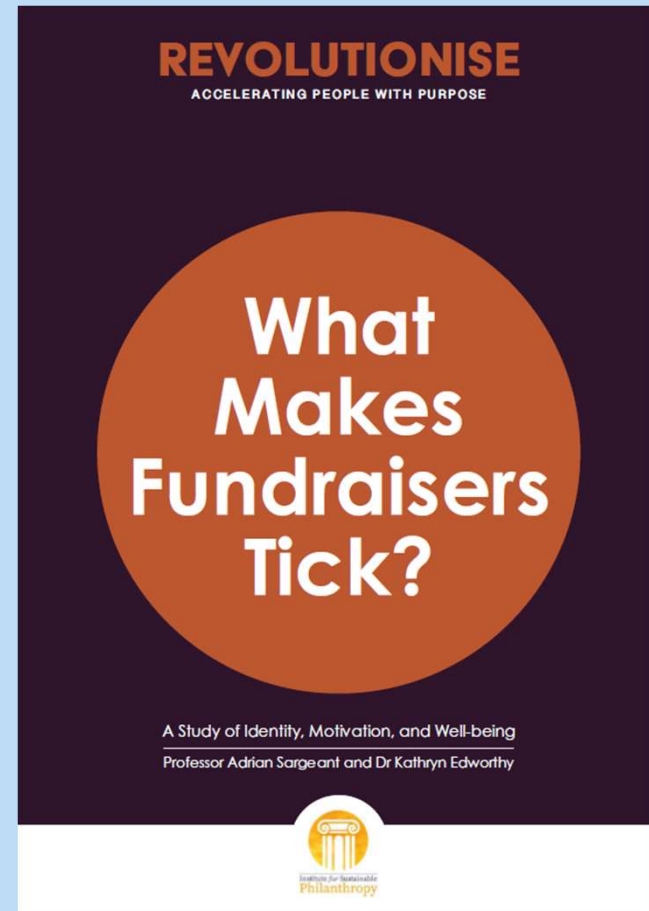


Emerging Issues & Global
Trends Track
Sponsored By:



Understanding what motivates fundraisers at work and how you can retain and inspire the best

Why we commissioned this research



The Great Fundraising Report

Professor Adrian Sargeant

Professor Jen Shang

+ subsequent research

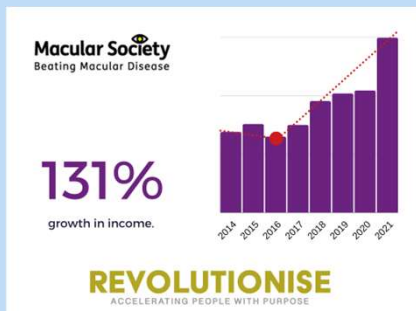
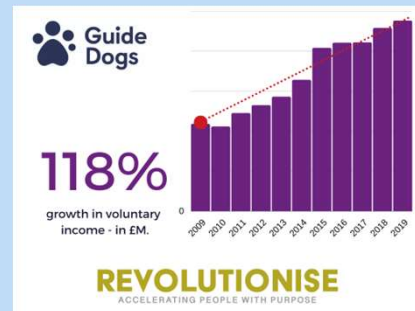
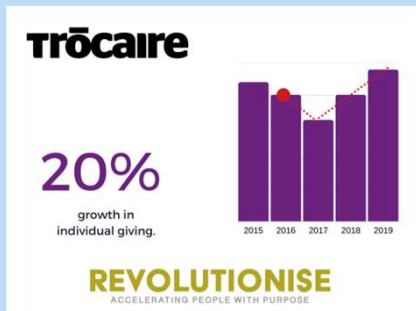
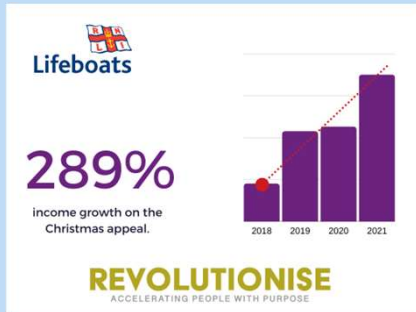
+ over 350 case studies

+ experience-based opinion

Download from www.revolutionise.com

Great Fundraising Organisations

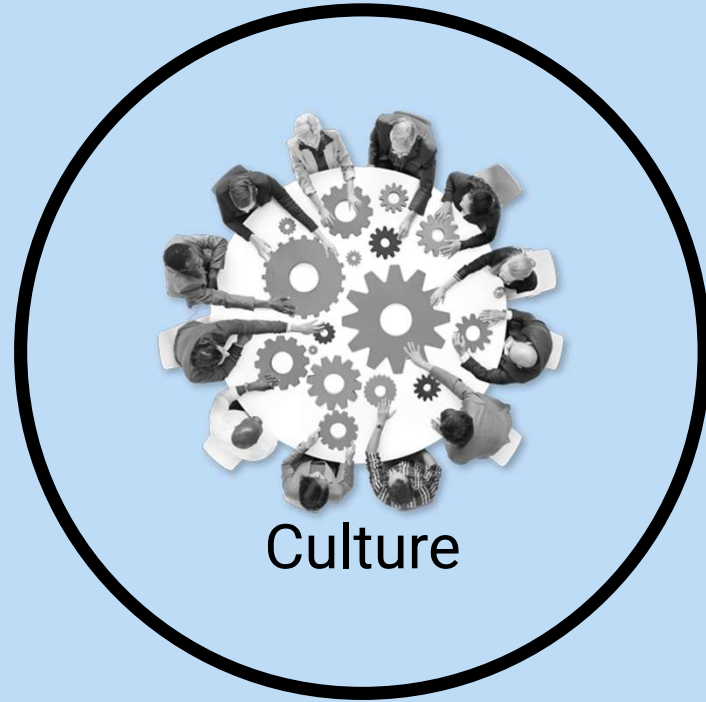
- Transformational Growth
- Sustainable Growth
- Mission Driven Growth
- Donor Centred Growth



REVOLUTIONISE
ACCELERATING PEOPLE WITH PURPOSE



Money



Culture



Purpose

We have long known
the cultural divide

The three key conflicts:

- Cultural conflicts
- Investment conflicts
- Communications conflicts

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.

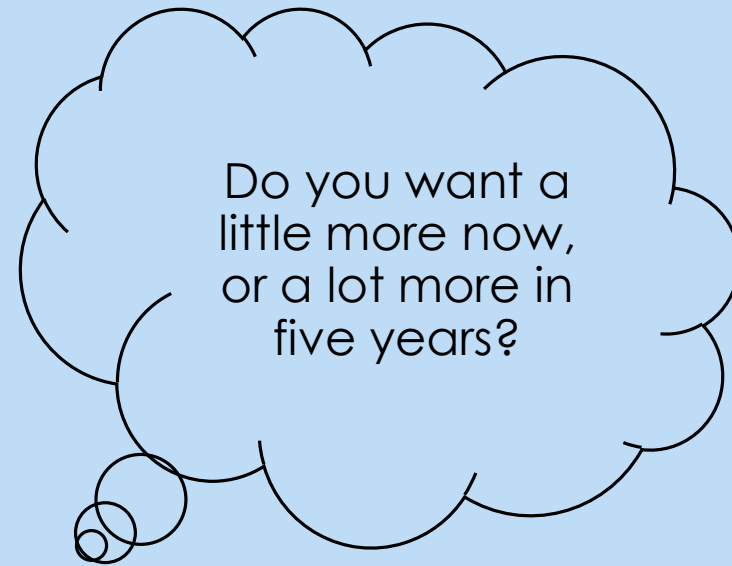
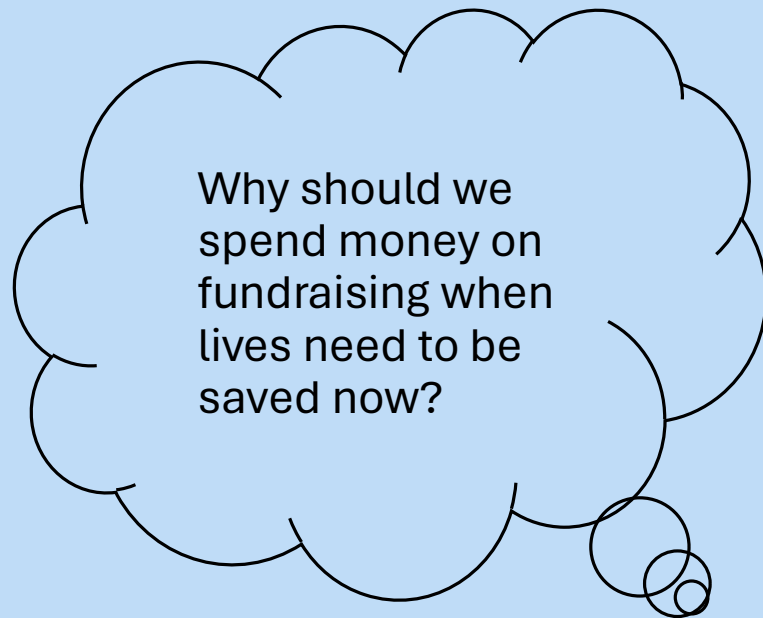
Non-fundraising

Ethical intellectuals

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

Investment conflicts

Resolve this



Communications conflicts

Communications conflicts

Fundraising

Ambitious Achievers

The problem.

The need.

Tell stories.

Emotion.

Donors' needs.

Empathy inducing images.

Data driven.

Non-fundraising

Ethical intellectuals

Our work.

The outcomes.

Give statistics.

Evidence.

Beneficiaries' needs.

Empowering images.

Why do these conflict exist?

One set of customers



Two sets of customers



**The Great Fundraising Organisation
meets the needs of both.**

Donors ↔ **Organisation** ↔ **Service users**



Different needs
Different 'products'
Different pace

Different culture
Different investment
Different communications

We hypothesised that fundraisers are culturally different ...

We do great work



What's **NEXT?**



So we asked the team at the Institute for Sustainable Philanthropy to look into it in Great detail.

What makes fundraisers tick?

Professor Jen Shang and Dr Kathryn Edworthy

REVOLUTIONISE
ACCELERATING PEOPLE WITH PURPOSE



Institute *for* Sustainable
Philanthropy

The background

- **51% of fundraisers** (in the USA and Canada) expect to **leave their jobs** in the coming two years (Chronicle of Philanthropy, 2019).
- **30%** had left recently or anticipate **leaving the field** of development/fundraising in that timeframe (Chronicle of Philanthropy, 2019).
- **Vacancy** periods of **21 months** in small nonprofits (Bell and Cornelius 2013). Up to a year in larger ones.
- **56% of fundraisers** approached by recruitment agencies (Lindsay 2015).
- **Sellers market !!**

Costs

- “Fundraiser Attrition compromises the precious commodity of **trust** that donors place in the nonprofit. No donor likes constantly being introduced to a stream of new staff who have yet to learn their stories, personalities, and likes and dislikes.” Eskin (2021)
- Essentially 10 -12 months for a new hire to feel completely **comfortable** in their position (Cooperman 2018)
- But it can take 12-18 months to build a **strong** enough relationship to rebuild trust and determine the most appropriate gift opportunities and amounts. It will take even longer to convert these possibilities and to close major gifts from a leaver’s portfolio. (Burk 2013)
- Burk (2013) tells us that when their relationships with their giving officers are severed, roughly 25% of donors make **smaller** gifts, **delay** their contributions, or **stop giving** altogether.

Replacement costs

- **117%** of annual salary (Burk 2013)
- **250%** (Bliss 2006)
- In the University context the cost of losing a single gift officer during a capital campaign has been estimated at \$3.67m (Linde and Uran-Linde 2019)

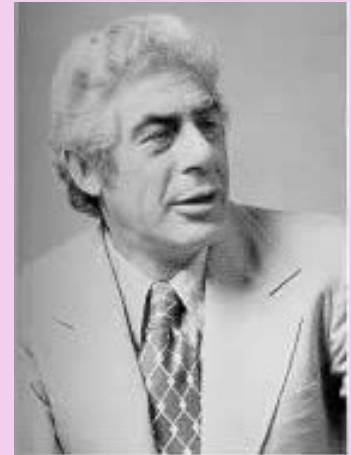
Might vary by nature of role

- Entry level 30-50% of salary
- Middle management and supervisory role – 150%
- High Level or specialised roles – 400%

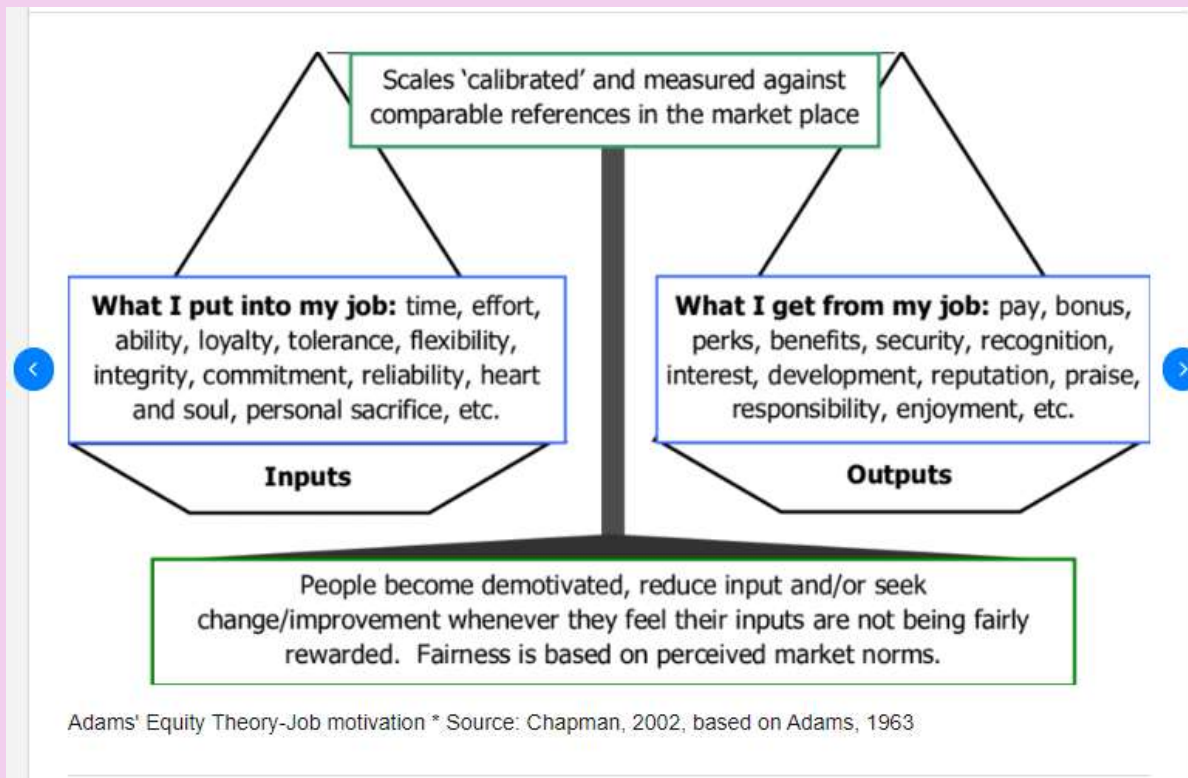
So, what motivates at work?

Frederick Herzberg

"If you want someone to do a good job, give them a good job to do."



J Stacey Adams' Equity Theory



Job characteristic models

- Skill Variety
- Task Identity
- Task Significance
- Autonomy
- Feedback



All creating meaning and meaningfulness...

Are professionals different?

- High Level of Knowledge
- Explicit Knowledge
- Follows An Ethical Code
- Delivers Client Oriented Service
- High Degree of Autonomy
- Work with the best interests of the client at heart

- They require a work environment that preserves these features

And some fundraising specifics

- Career Progression
- Managing Expectations
- Board Engagement and Involvement
- Appreciation and Gratitude
- Wellbeing in the Workplace

Connection

Autonomy

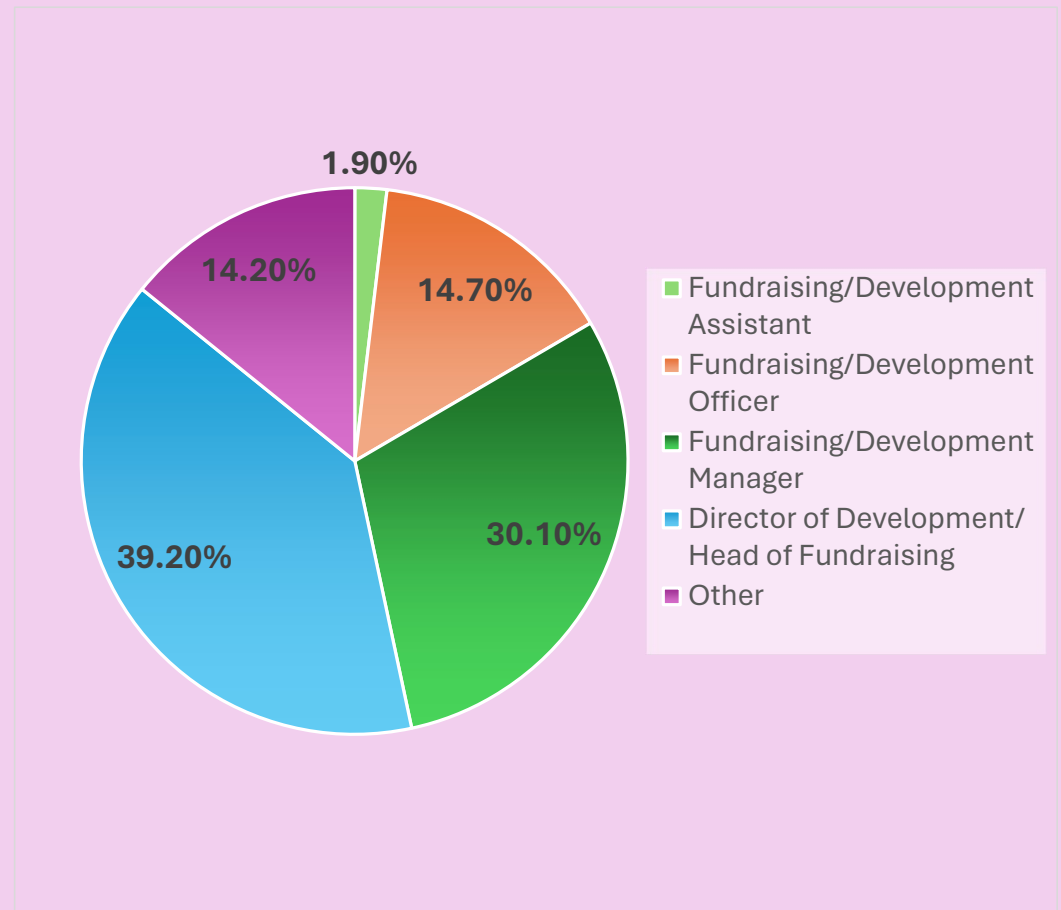
Competence

Study objectives

- **Why** fundraisers joined the profession and their current/most recent employers.
- **Who** they are as a person (their self-identity) and who they are as a fundraiser for the focal organisation (professional identity).
- The extent to which their **well-being** needs are currently being met.
- The activities that **'charge'** that well-being and, conversely, the activities and/or conflicts that **drain** it.
- The role of **leadership** in fundraiser retention.
- What factors drive intentions to **leave/remain** with the employer (organisational commitment) and intentions to leave/remain with the profession.

Our sample

- 2,674 Individuals
- 82% identify as Female
- Age 21-81 – average of 45
- 85% working full-time
- Median of 14 years working in fundraising



Why did YOU join the fundraising profession?

*I was in love
with the cause*

*I just fell in
love with it*

LOVE!

*[I] fell in love with
figuring out what
makes people give*

*There is so much
to love and enjoy
about fundraising*

Reasons for joining the profession

Reason	%
I fell into the role – it wasn't planned	49.5%
An opportunity to make a difference	47.2%
A belief in or passion for the cause	43.5%
It was joining the organisation that was attractive, not joining fundraising per se	24.6%
I enjoy working with people	19.6%
Opportunities for personal growth and development	19.4%
I already worked in the charity sector	14.3%
I had been planning to have a career in fundraising	8.9%
I wanted to be a part of a team	7.3%
The salary/benefits	4.5%
Other	10.5%

Reasons for joining the profession

Reason	%
An opportunity to make a difference	47.2%
A belief in or passion for the cause	43.5%
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Reasons for joining most recent employer

Reason	%
Belief in the mission	55.0%
Greater opportunity for career growth	38.4%
Opportunity to enhance or diversify my fundraising skills	38.1%
Increased salary	37.1%
More challenging role	35.2%
Greater opportunity for personal growth	32.3%
More senior position	30.3%
Better work/life balance	27.8%
I have a personal link to the cause	21.0%
Greater autonomy	18.2%
I wanted to work with a particular team	12.9%
Other	18.1%

So who are fundraisers...

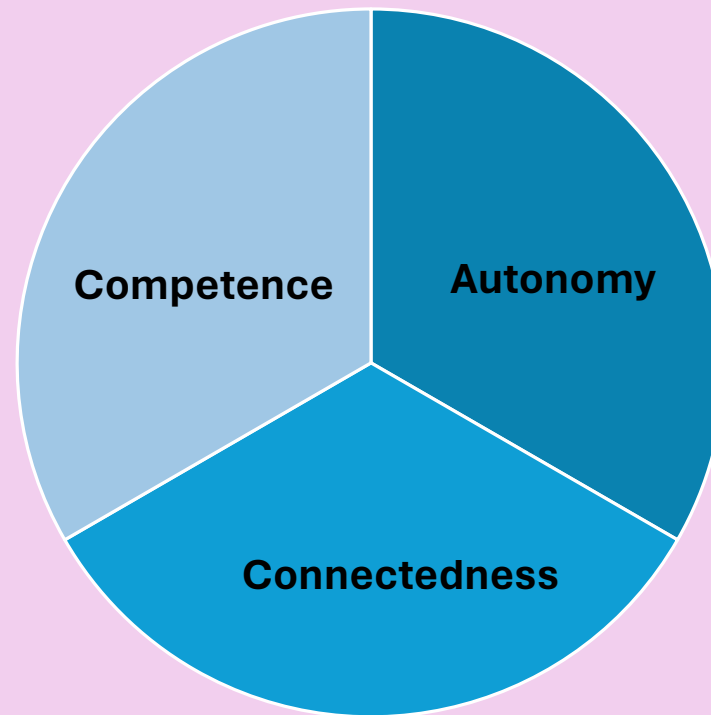
Self v professional identities



Self v professional identities

Rank	Self Word	Professional word
1	KIND	PASSIONATE
2	CARING	STRATEGIC
3	PASSIONATE	CREATIVE
4	CREATIVE	DRIVEN
5	EMPATHETIC	PROFESSIONAL
6	FRIENDLY	COMMITTED
7	LOYAL	CARING
8	CURIOUS	DEDICATED
9	THOUGHTFUL	HARDWORKING
10	HARDWORKING	RESILIENT

Well-being



What motivates fundraisers?

Connectedness
Autonomy
Competence

Factor	% Disagree	% Neutral	% Agree	Mean	SD	Median
Feeling as though I am making a difference to the cause	3.20	5.24	91.56	6.16	1.14	7
Being given autonomy in my area of work	3.93	3.06	93.01	6.09	1.12	6
Feeling valued for the work that I do	5.24	3.78	90.98	6.07	1.23	6
Being able to connect with the cause	4.37	7.13	88.5	6.02	1.20	6
Feeling trusted by senior management/the Board	6.26	4.22	89.52	5.99	1.31	6
Being respected as a professional	5.53	6.40	88.06	5.94	1.29	6
Achieving the goals for the fundraising function as a whole	4.22	5.97	89.81	5.91	1.17	6
Feeling appreciated for the work that I do	5.68	6.70	87.63	5.88	1.29	6
Having my ideas for change given serious consideration	5.39	7.57	87.05	5.85	1.31	6
Feeling my voice is heard as a professional	6.99	6.99	86.02	5.83	1.37	6

What drains fundraisers?

Connectedness
Autonomy
Competence

Factor	% Disagree	% Neutral	% Agree	Mean	SD	Median
Feeling undervalued for the work that you do	21.83	9.90	68.27	4.96	1.97	5
Not feeling supported by senior management/the Board	25.62	8.30	66.08	4.87	2.04	6
Feeling your voice has not been heard as a professional	24.16	8.01	67.83	4.85	2.01	5
Feeling unappreciated for the work that you do	25.47	10.33	64.19	4.81	2.03	5
Not being respected as a professional	27.66	8.44	63.88	4.80	2.13	6
Unrealistic expectations of senior management/the Board	26.78	12.66	60.55	4.72	1.95	5
Not feeling trusted by senior management/the Board	28.53	8.88	62.59	4.69	2.16	5
Having my ideas for change ignored	25.47	13.39	61.14	4.69	1.92	5
Lack of autonomy in your area of work	33.92	8.73	57.35	4.45	2.16	5
Not experiencing growth as a professional	28.82	17.90	53.28	4.38	1.87	5
Feeling that I am not making a difference to the cause	36.24	10.04	53.71	4.26	2.16	5
Arguments/conflicts with other teams in the organisation	34.21	14.99	50.80	4.25	1.96	5

What motivates and drains fundraisers?

Connectedness
Autonomy
Competence

Factor	% Agree
Feeling as though I am making a difference to the cause	91.56
Being given autonomy in my area of work	93.01
Feeling valued for the work that I do	90.98
Being able to connect with the cause	88.5
Feeling trusted by senior management/the Board	89.52
Being respected as a professional	88.06
Achieving the goals for the fundraising function as a whole	89.81
Feeling appreciated for the work that I do	87.63
Having my ideas for change given serious consideration	87.05
Feeling my voice is heard as a professional	86.02

Factor	% Agree
Feeling undervalued for the work that you do	68.27
Not feeling supported by senior management/the Board	66.08
Feeling your voice has not been heard as a professional	67.83
Feeling unappreciated for the work that you do	64.19
Not being respected as a professional	63.88
Unrealistic expectations of senior management/the Board	60.55
Not feeling trusted by senior management/the Board	62.59
Having my ideas for change ignored	61.14
Lack of autonomy in your area of work	57.35
Not experiencing growth as a professional	53.28
Feeling that I am not making a difference to the cause	53.71
Arguments/conflicts with other teams in the organisation	50.80

Discrimination and harassment

	% Experienced	% Reported
Yes, I have experienced harassment from other employees	10.2	48.6
Yes, I have experienced harassment from board members or senior leadership	8.3	38.6
Yes, I have experienced harassment from donors	6.7	41.3
Yes, I have experienced discrimination from other employees	6.6	33.3
Yes, I have experienced discrimination from board members or senior leadership	8.2	25.0
Yes, I have experienced discrimination from donors	2.2	20.0
No, I have never experienced harassment or discrimination	73.5	

Conflict

Factor	% Disagree	% Neutral	% Agree	Mean	SD	Median
Disagreements with other teams in the organisation about how fundraising should be implemented/practiced	56.19	13.54	30.28	3.38	1.83	3
Conflicts over how your case for support should be depicted or expressed	60.12	16.30	23.58	3.11	1.72	3
Disagreements with a line manager or supervisor about how your fundraising should be implemented/practiced	67.10	11.35	21.54	2.87	1.79	2
Interpersonal conflicts with members of other teams	70.45	11.35	18.20	2.77	1.65	2
Disagreements with other members of your fundraising team about how your fundraising should be implemented/practiced	73.36	12.08	14.56	2.63	1.54	2
Expected to take actions inconsistent with what the profession of fundraising would regard as best practice	72.93	6.70	20.38	2.58	1.82	2
Interpersonal conflicts with a line manager or supervisor	76.27	7.42	16.3	2.44	1.75	2
Interpersonal conflicts with another member of your fundraising team	80.06	8.44	11.50	2.36	1.58	2

Predicting fundraiser commitment

Organisational commitment

Factor	% Disagree	% Neutral	% Agree	Mean	SD	Median
I feel emotionally attached to this organisation	14.97	9.12	75.90	5.18	1.60	6
This organisation has a great deal of personal meaning for me	19.97	13.60	66.44	4.98	1.71	5
I would feel guilty if I left my organisation now	33.39	8.43	58.18	4.37	1.98	5
I would not leave my organisation now as I have a sense of obligation to people in it	34.42	14.63	50.95	4.21	1.80	5
I owe a great deal to my organisation	32.70	23.58	43.72	4.14	1.68	4
I would be very happy to spend the rest of my career with this organisation	36.83	17.04	46.13	4.08	1.89	4
I feel as if this organisation's problems are my own	45.96	13.25	40.79	3.71	1.83	4
I would like to leave my present employer	59.04	13.60	27.37	3.07	1.95	2
Under no circumstances will I voluntarily leave my present employer	64.54	16.87	18.59	2.89	1.74	2
I plan to leave my present employer as soon as possible	70.74	11.02	18.24	2.55	1.83	2

Fundraiser commitment

- **54%** of our fundraisers indicated that they intended to leave their current employer within 2 years.
- **9%** indicated that they planned to leave the field of fundraising/development within 2 years.

Organisational commitment

Negative impact on commitment

- Charged by salary (-)
- Lack of professional growth (-)
- Lack of autonomy (-)
- Lack of Board support for fundraising (-)
- Conflicts over best practice (-)
- Incidence of conflicts over the case for support (-)

Positive impact on commitment

- Connectedness to the cause (+)
- Organisational identity importance (+)
- Organisational identity esteem (+)
- True self (+)
- Fundraiser identity esteem (+)

Intention to leave current employer

Positive impact on intention

- Lack of Professional Growth (+)
- Lack of appreciation (+)
- Incidence of personal conflicts with a line manager or supervisor (+)
- Work related conflicts with other teams (+)

Negative impact on intention

- Work related conflicts with other members of the team (-)
- Organisational identity importance (-)
- Organisational identity esteem (-)
- True Self (-)
- Fundraiser identity esteem (-)

Intention to leave the profession within two years

Positive impact on intention

- Perceptions of NOT Making A Difference (+)
- Personal Conflict with a Line Manager (+)

Negative impact on intention

- True self (-)
- Servant leadership (-)

Fundraiser identity
is important

Are fundraisers different?

What charges fundraisers and program employees?

Factor	Fundraising Mean	Program Mean
Receiving constructive feedback from my line manager	5.00	4.42
Developing positive relationships with donors, partners, etc.	5.86*	4.12*
Feeling valued for the work that I do	6.27	5.73
Achieving my individual work goals	5.82	5.42
Being able to connect with the cause	6.32	5.88
Being part of a cohesive team	5.91	5.50

What drains fundraisers and program employees?

Factor	Fundraiser Mean	Program Mean
Repetitive work	4.00	3.50
Not feeling supported by senior management/the Board	4.86	4.35
Not being able to form positive relationships at work	4.41	3.69
Not being given the resources to allow you to meet your personal work targets	4.82	4.23
Not being able to connect satisfactorily with the cause	4.36	3.85
Not being respected as a professional	4.68	4.19
Unrealistic expectations of senior management/the Board	4.41	3.88
Focus on short term metrics	4.45	3.85
Arguments/conflicts with other teams in the organization	4.18	3.77
Lack of opportunities for training/professional development	4.59	4.12
Not being able to connect with our donors	4.09*	3.08*
Feeling that I am not making a difference to the cause	4.32	3.88

So...

- Heavy focus on **wellbeing** – connectedness, autonomy and competence.
- **Passion** charges people – so invest in creating and serving that passion.
- Fundraisers are also passionate **achievers** – so ...
 - Think through whether fundraisers are treated **respectfully** as a professional.
- Recognise that the list of motivators and demotivators not the same – and there is much more variation with the latter.
- **Career** trajectory is important – came up many times in our qualitative comments.
- Think through the implications of **CONFLICT !!**
- Reflect on the role of organisational **Leadership** in solving it

So, what can we do?

Research, case studies, ideas.

1. Professional respect
2. Achievement & contribution
3. Cause connection

Professional respect

The problem

The ruthless

More money!
More money!
More money!
More money!
More money!
More money!



Achievement
+ Contribution

The naive

More sacrifice!
More sacrifice!
More sacrifice!
More sacrifice!
More sacrifice!
More sacrifice!



**A LOOF
people**

The solution

Achievement + Contribution

**Professional respect for
people who want to do both.**

How can we do that?

Training

- The CEO
- The board
- The SLT
- The management team
- Everyone – ongoing.

The CEO and board

- Understand ‘two businesses’
- Sign off on Ambition
- Belief – possibility of ambition
- Investment
 - Rationally & emotionally

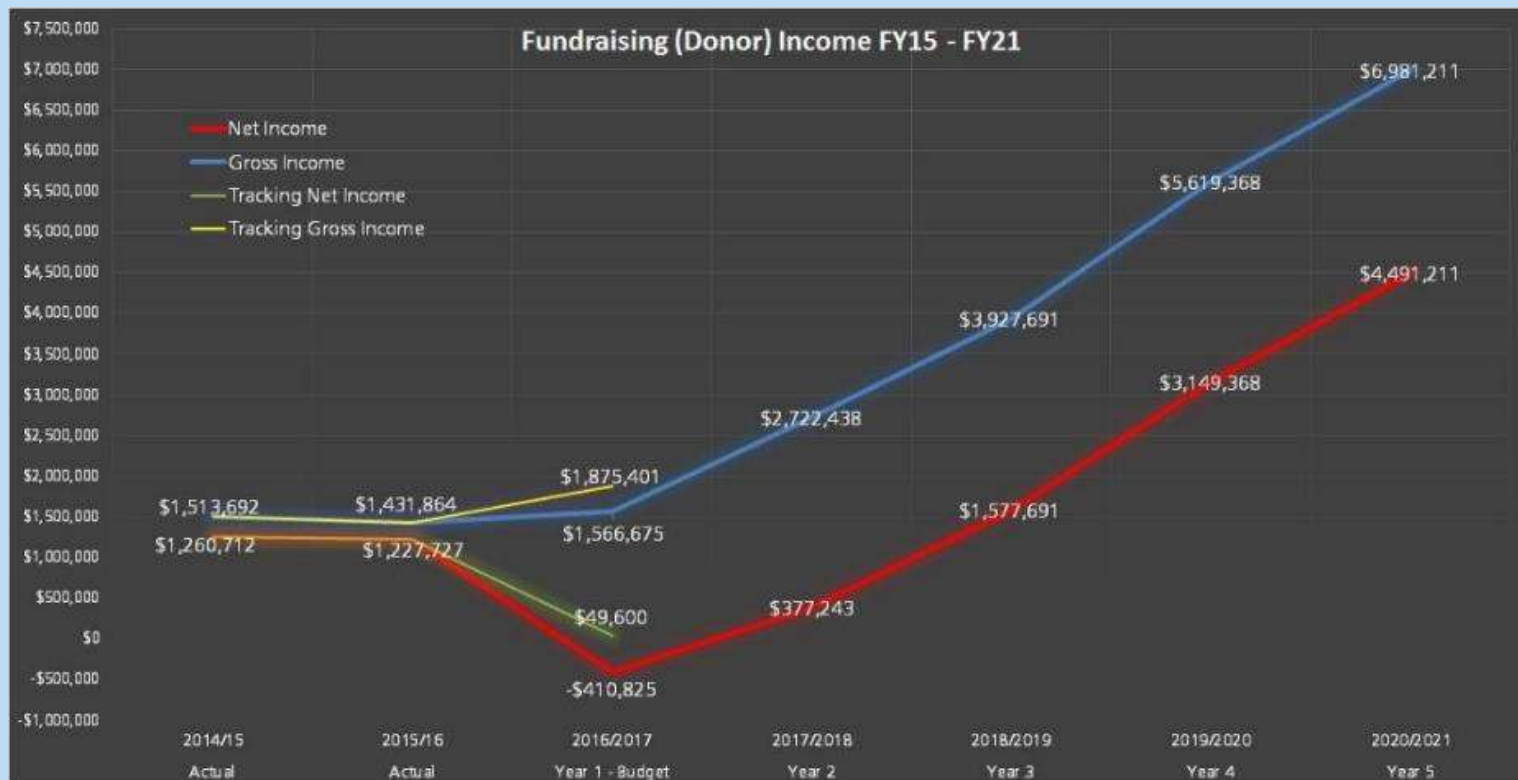


The SLT

- Understand ‘two businesses’
- Communications
- Meeting donors’ needs
- Belief – possibility of ambition
- Investment
 - And monitoring and managing it



Education in fundraising investment



Everyone else: ongoing

- An example of one off training ...
- ... then included in induction.



Money and the mission

An introduction to professional fundraising
for all staff and volunteers at Børns Vilkår

**BØRNS
VILKÅR**

SAMMEN STOPPER VI SVIGT

**Who would like Børns Vilkår
to have a lot more money
to spend on our projects?**

This means great fundraising.

The purpose of this training

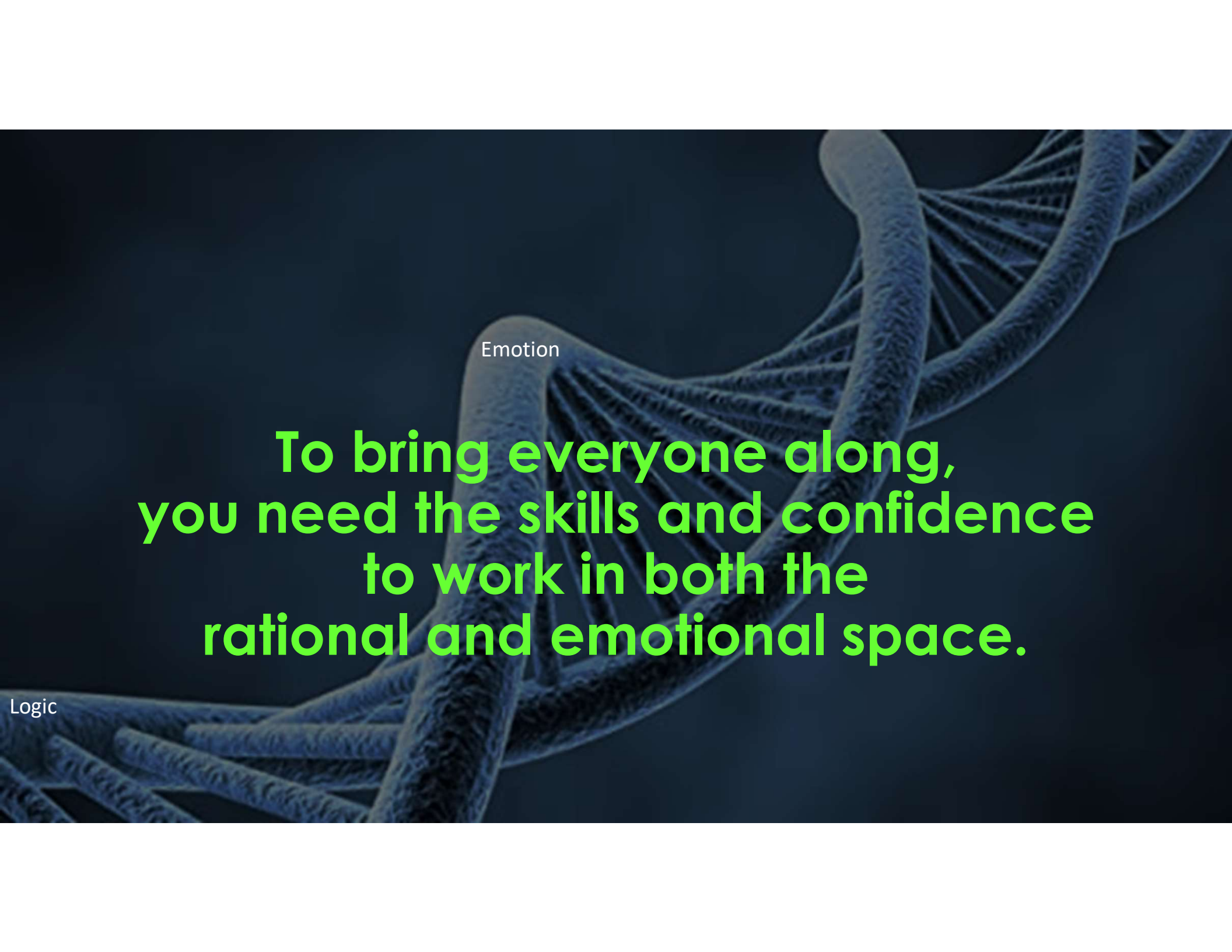
- » Great fundraising needs a 'fundraisable' organisation.
- » This means the whole organisation focusing on our supporters as well as the children.



BECOMING A FUNDRAISING CHAMPION

YOUNG LIVES
vs CANCER





Emotion

**To bring everyone along,
you need the skills and confidence
to work in both the
rational and emotional space.**

Logic

Co-creation

1. Create together
2. Across all departments
3. Logical and emotional
4. Educate as you go
5. Sign off together, live.

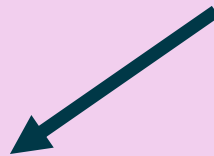
Achievement & Contribution

Achievement + Contribution

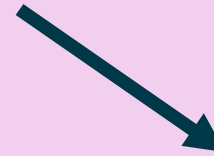
**Professional respect for
people who want to do both.**

A private sector analogy

Tech business



Sales
with not so
many



Engineers
with lots of
qualifications

**Compensated with
status + bonus +
progression**

Bonus...

How on earth can you
bonus fundraisers?

Bonus options

- Cash – based on performance not commission – works well **in some countries.**
- Project visits – see the money being spent.
- Personal development budgets.
- Conferences and events.



Status:

Internal and external

Status – internal

- Training helps A LOT.
- Let other people try it!
- Show the impact of \$ (or lack of it).
- Qualifications.

Status – external

Share success

Benchmarking

Articles / content

FIA awards

Public perception of
career fundraisers:

We have a lot to do.

In-fighting does not
help.

Co-operation is needed.



Career pathway

How to grow without
the traditional management
hierarchy being the only way?

Cause connection

Cause connection

1. Remove the blocks.
2. Ambition.
3. Co-creation.
4. Allow emotional excellence.

Remove the blocks

Money = Mission

We do
great work

You just
beg



Ambition



Lifeboats



Logically it's very complicated

Emotionally it's very simple



Lifeboats



To save every one

**EXPOSED
COMPELLED
BRAVE
RELENTLESS
LEGENDARY**



To save every one





**WE WILL NEVER GIVE UP.
WE WILL SAVE EVERY ONE.**

When someone is exposed to the violence of the sea.
We are compelled to face the danger.
We will fight every current, every tide, every storm.

Because this is our watch. And we will sail out whatever the peril.
To save every one.

JOHN'S THE ONE I'LL NEVER FORGET

No one wants to set sail into a hurricane. But when the call comes in, that's what we do. Our crew suited up, launched the boat, and sailed through the storm to save 35 men.

I wanted to save 36.

We tried to get him to safety. But as he jumped to our boat, he knocked his head. He never made it home.

It's been 30 years, and John still haunts my nightmares.

I've saved dozens of lives. But John is the one I never forget.

We want to save every one.

Read more crew members' stories at rnli.org
Meet the crew on Facebook: facebook.com/rnli
Follow the crew on Twitter: twitter.com/rnli



To save every one


Lifeboats



Lifeboats


**CHRISTMAS
APPEAL**
to save every one

**WE RESCUED THREE
PEOPLE TODAY**

**But there's one person on our minds:
the one we couldn't save**



Lifeboats



Lifeboats


**CHRISTMAS
APPEAL**
to save every one



**WE RESCUED NINE
PEOPLE TODAY**

**But there are two people on our minds:
the ones we couldn't save**




Lifeboats

Nigel Farage

NewsThump 22 hrs ·

Not our normal sort of story...
Britain reminded that the RNLI are absolutely remarkable



NEWSTHUMP.COM
Britain reminded that the RNLI are absolutely remarkable

£3,625 raised for RNLI
You and 251 others

end wide
The scale of the global drowning problem is a human disaster too big for us to ignore. Here's how we're trying to stop it.
WHAT WE'RE DOING

0:13 186.5K views

5:35 PM · Jul 4, 2021 · Twitter M

2,580 Retweets **485 Quote T**

imed full.
ecome a taxi
smay of all

RNLI hits out at 'migrant taxi service' accusations

Lifeboat charity says it is its moral and legal duty to rescue people at risk of dying as they cross Channel



to save lives': UK lifeboat volunteers defend rescuing migrants from Channel - video

National Lifeboat Institution (RNLI) has hit out at accusations it is a "migrant taxi service" by rescuing people at risk of dying in the **they cross the Channel in small boats**, which the charity says is its legal duty.

You can help save lives and make our waters safer for everyone. From shopping to volunteering, there are so many ways you can get involved.

Co-creation



Emotion

Logic

Human centred design +++



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2. Achievement & contribution
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