

Leading a Great Fundraising Organisation

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FUTURO SOSTENIBILE

19° EDIZIONE | 3. 4. 5 GIUGNO 2026 | RICCIONE

Welcome!

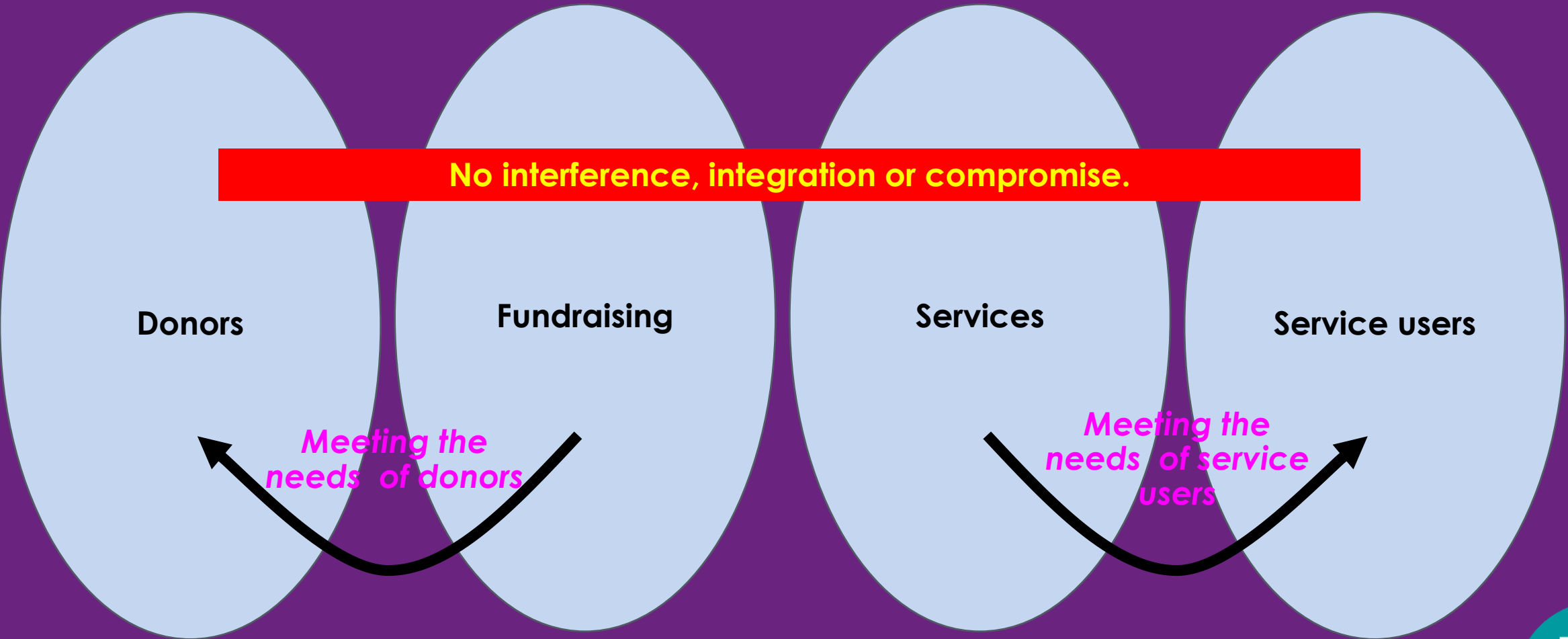
Output: Some tools you can use to enhance fundraising leadership.

REVOLUTIONISE
ACCELERATING PEOPLE WITH PURPOSE

Two businesses, one mission

REVOLUTIONISE
ACCELERATING PEOPLE WITH PURPOSE

Two business, one mission.



Be the best at both.



Two business, one mission.

PURPOSE
Drives this

Donors

Fundraising

*Meeting the
needs of donors*

REPUTATION
Drives this

Services

Service users

*Meeting the
needs of service
users*

Be the best at both.

R

Two business, one mission.

PROBLEM

Donors

Fundraising

*Meeting the
needs of donors*

SOLUTION

Services

Service users

*Meeting the
needs of service
users*

Be the best at both.

R

Cultural conflicts

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The two businesses have three systematic, ingrained conflicts:

Cultural conflict

Investment conflict

Communications conflict

Overcoming, managing
and then using
these three conflicts
is the magic superpower of the
great fundraising organisations.



The non-profit culture clash

Fundraising

Ambitious Achievers

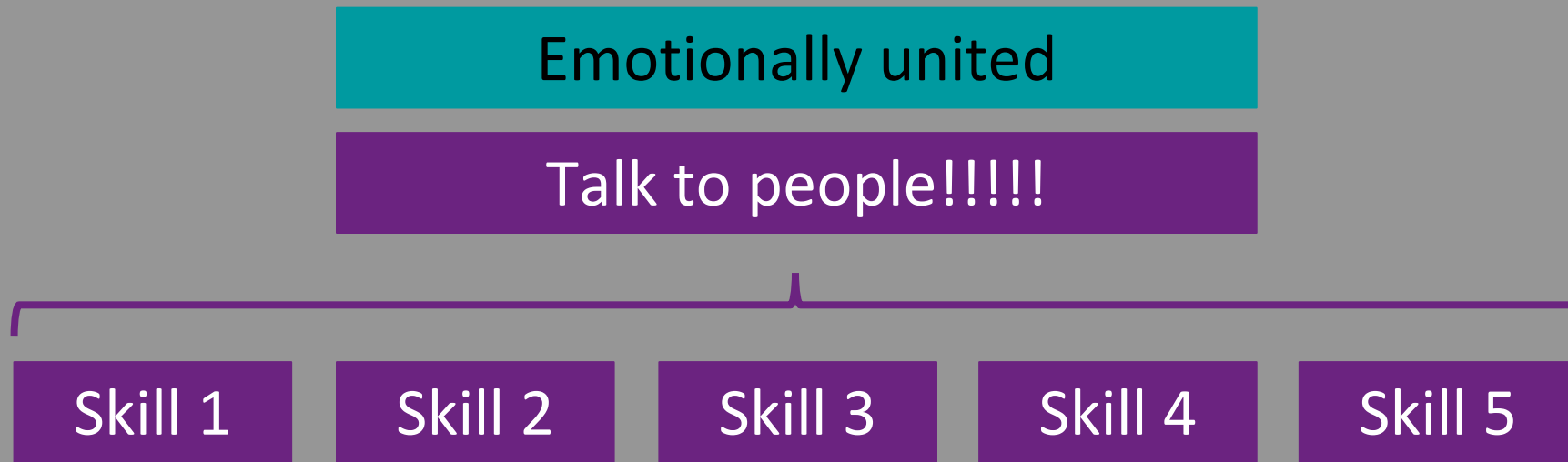
Need to stand out.
Need ambition/challenge.
Freedom to act.
Fast moving.
Emotions business.
Used to sales and
marketing culture.
Manage simplicity.
Competitive.

Services

Ethical intellectuals

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

Making the culture work together



The Great Fundraising Leaders have a secret weapon



... or lunch and dinner.



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

(For example, using the Building Blocks...we will come to them later)



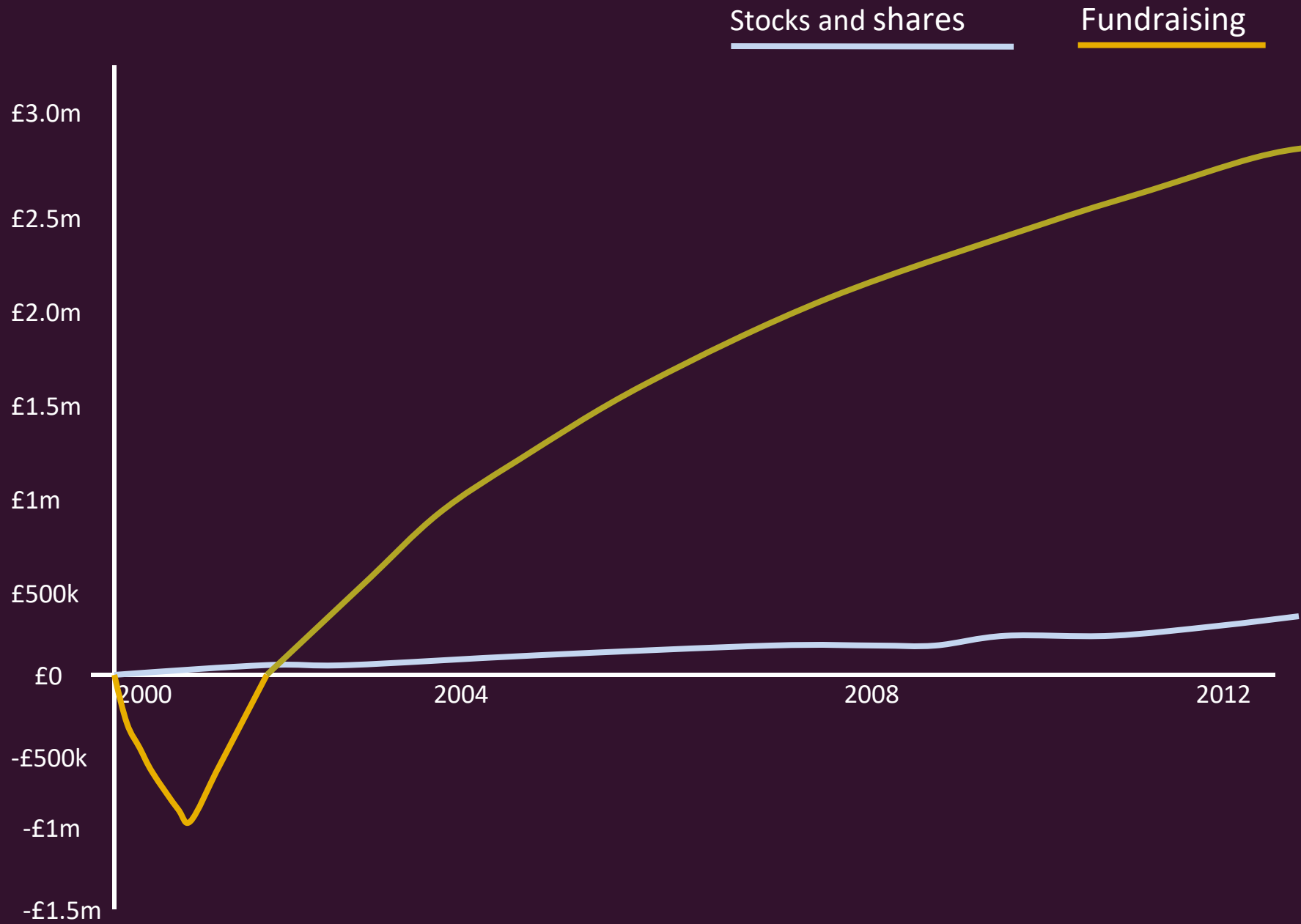
The non-profit culture clash



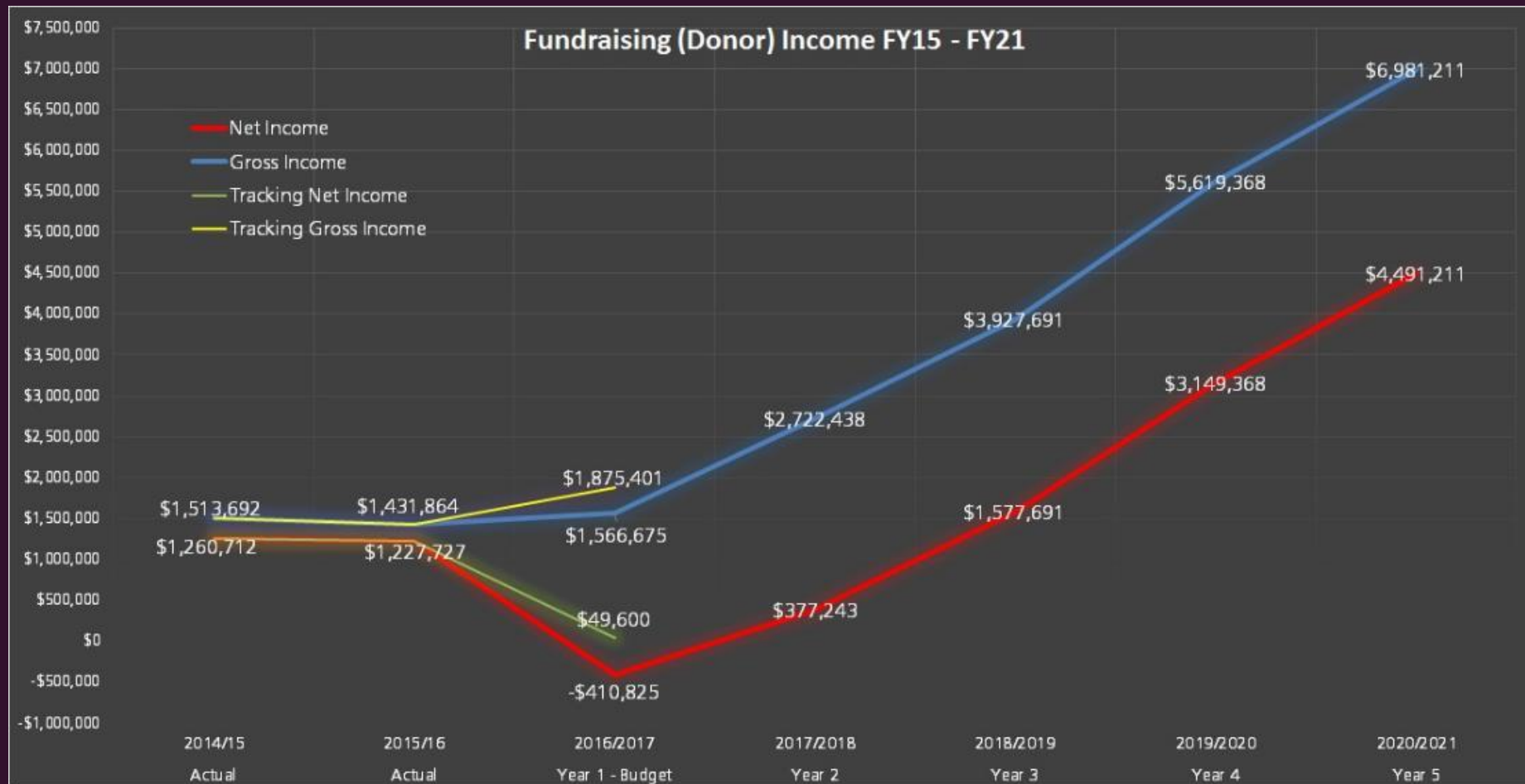
Investment conflict

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

Do you want a
little more to
spend now,
or a lot more a bit
later?



Education in fundraising investment



Investment conflict

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

**Board composition and training,
and cascade across SMT.**

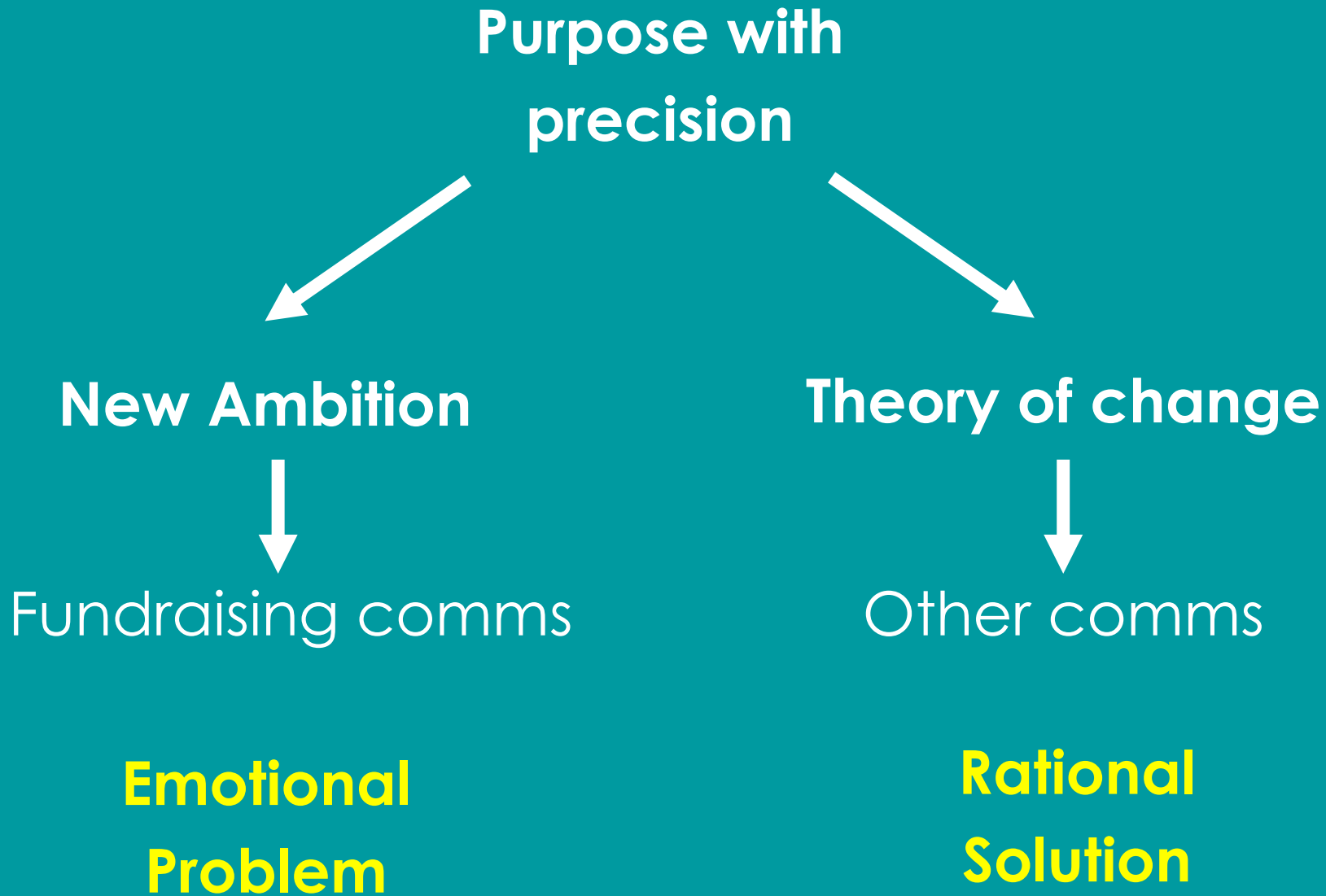
at a
ow,
in
years?



Communications conflicts



No interference, integration or compromise.



Communications conflicts



The solution trifecta.



Investment



Culture



Communications



Diagnosing your conflicts

	Between whom?	About what?	What's the fear?
Culture			
Investment			
Comms			

Systematic
conflicts, not
personal.

Get to the fear
– fewer may be
more time
effective!

Report back in
short-form but
work in long if
needed.



Two leaders in one

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What stops organisations from accelerating?







**When fear
and ego
rule.**

Fear of criticism, blame and
humiliation rule.

So it's best to do nothing.

**Accept you will be
criticised and plan
how to react when
you are.**





Nigel Farage ✓
@Nigel_Farage

...

This is the Ramsgate lifeboat today, rammed full.

Sadly the wonderful RNLI in Kent has become a taxi service for illegal immigration, to the dismay of all involved.

What a state of affairs.





RNLI
@RNLI · [Follow](#)



We're proud of the lifesaving work our volunteers do in the Channel – we make no apology for it. Those we rescue are vulnerable people in danger & distress. Each of them is someone's father, mother, son or daughter - every life is precious. This is why we launch:



10:44 AM · Jul 28, 2021



148.9K



Reply



Share

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Lifeboats



To save every one

LEVEL 5 LEADERSHIP



LEVEL 5 LEADERSHIP



HUMILITY + WILL
Blend of personal humility and
intense professional will

**We believe this can
be taught and learned.**

The academics tell us two styles of leadership can work in charities:

Transformational

‘effecting revolutionary change in organizations through a commitment to the organization’s vision.’

Income generation

Servant

‘achieve superior organisational performance by focusing on the needs of their followers.’

Programmes

Which one
creates acceleration?

R

Transformational

Servant

You need to be able to do BOTH.



A non-exhaustive list of changes (in context):

Bad for growth

Fear
Confusion
Complexity
Slow
Consensus
Reassurance
Analysis
Process
Policy

Transformational

Belief
Clarity
Simplicity
Fast
Consultation
Expectation
Action
Behaviour
Example



Your transformational audit

- Score yourselves on the behaviours in both columns.
 - 1 = not us at all, 5 = totally us
- Identify where you need to develop
- Make action notes of what you will do to enact the change.

Bad for growth	Score	Transformational	Score	Action
Fear		Belief		
Confusion		Clarity		
Complexity		Simplicity		
Slow		Fast		
Consensus		Consultation		
Reassurance		Expectation		
Analysis		Action		
Process		Behaviour		
Policy		Example		

RPD

This way of thinking and
behaving changes
everything.



RESULT

PROCESS

DEADLINE

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RESULT

PROCESS

In programmes/services this
must NEVER change.

DEADLINE

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RESULT

PROCESS

In fundraising, ONLY this
can change.

DEADLINE

REVOLUTIONISE
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**Purpose is
BOSS.**

Long term thinking

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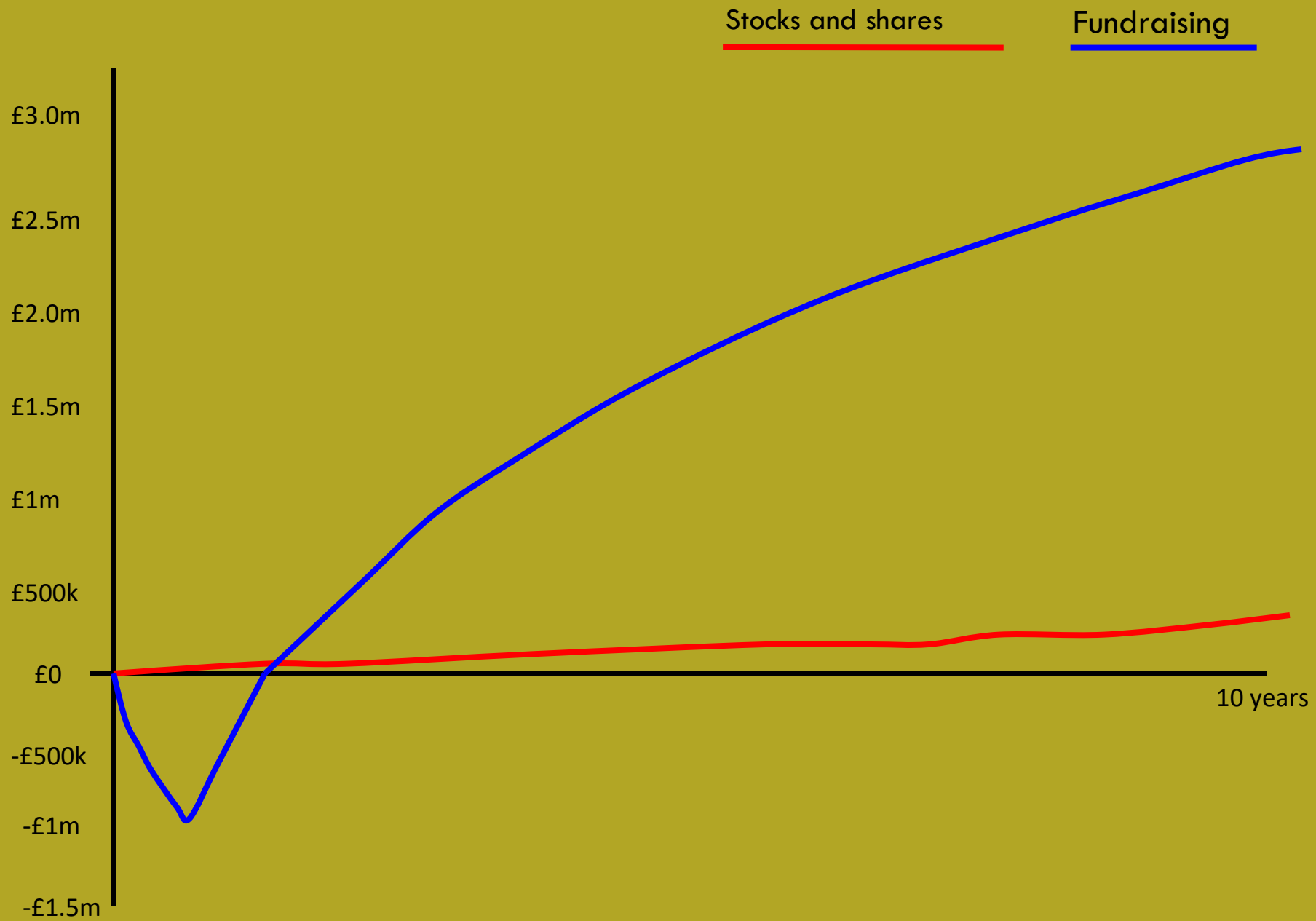


Governance to Growth

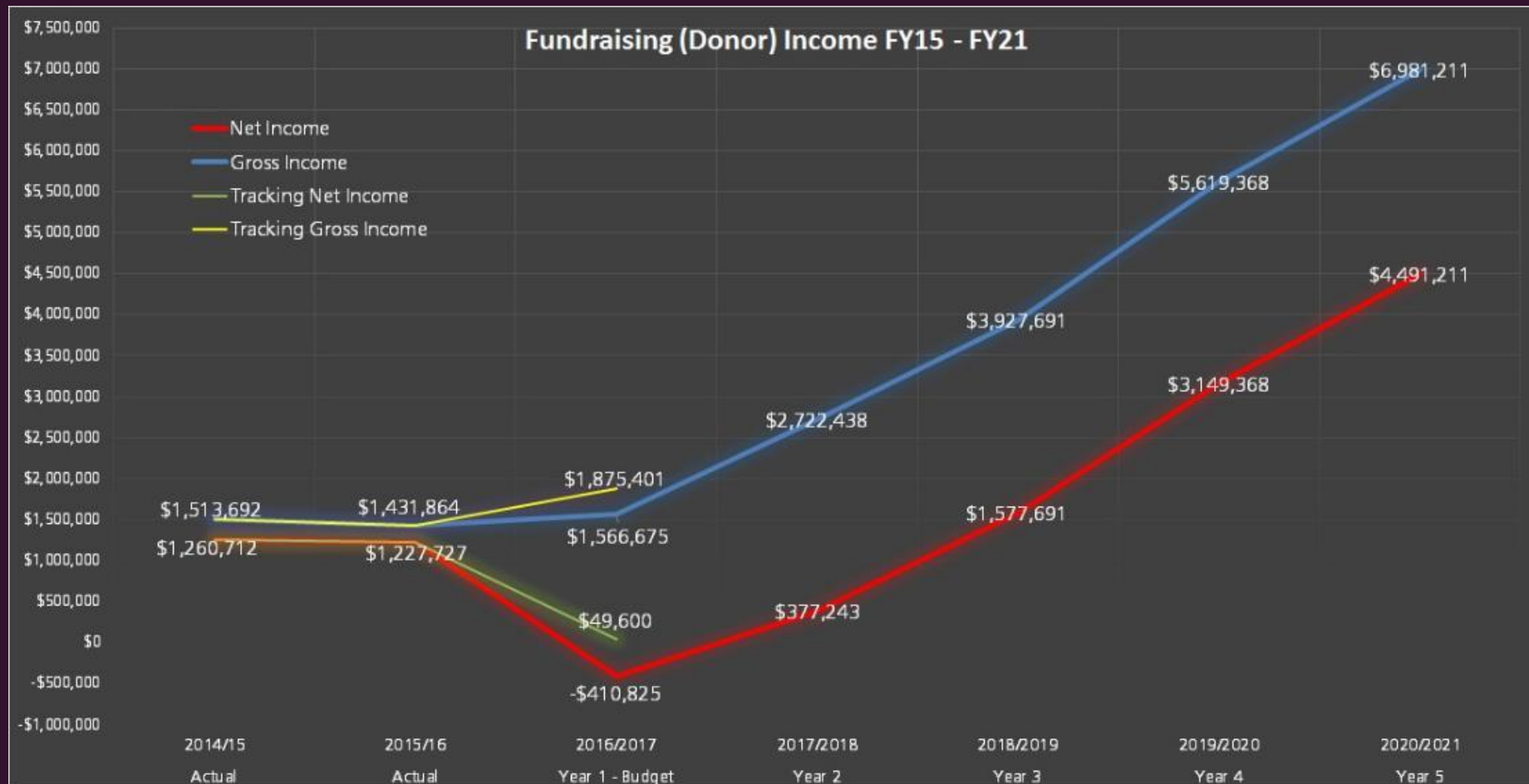
It's a legal mandate to account for the past.

It's a choice to grow, to fulfil one's mission





Education in fundraising investment



How good is your organisation at using ...

(1 = awful, 5 = great!)

Please total each column independently

Topic	Score
Income and expense account	
Balance sheet	
Including fund allocations	
Cash-flow movement analysis	
Fundraising LTV/CPA analysis	
Annual budgeting	
Annual accounts	
Cost/profit centre analysis	
Reporting detailed results	
TOTAL	

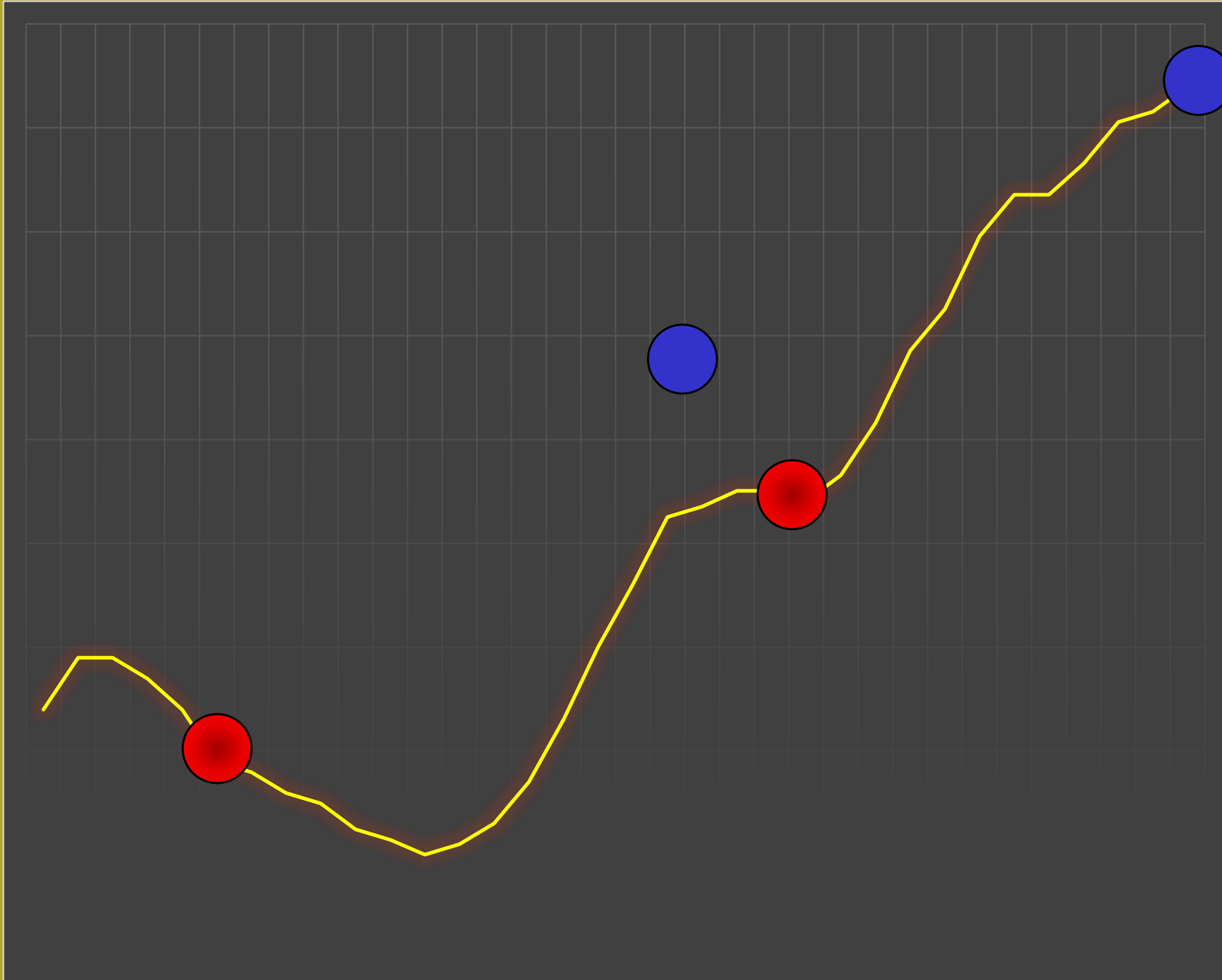
Topic	Score
Long term budgeting (multi year)	
If/then scenario budgeting	
Forecasting	
Re-budgeting	
Predictive KPIs	
Investment modelling	
Investment forecasting	
Test planning	
Test reporting	
TOTAL	



Break

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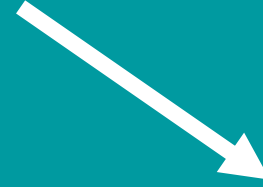
Communications hierarchy



**Modern &
refreshed
PURPOSE**

R

**Purpose with
precision**



New Ambition

Theory of change



Fundraising comms

Other comms

**Emotional
Problem**

**Rational
Solution**







PURPOSE

Make-A-Wish[®]
CANADA

Forces for good and evil

- Define your top seven forces for evil.
- Write them in the box below.
 - Along with the one-word loss.
- Then develop a force for good for each one.
 - And add a one-word gain
- Please express them as powerfully as you can.

[illegible]

Hierarchy

- Carry forward your top seven (or less)
- Sort them into hierarchal order, from top to bottom, or bottom to top.
- This will give you a framework for your problem and solution hierarchy.
- The biggest problem will align very closely with your purpose.
 - And your fundraising ambition will hang off this.

[illegible]

The statement of the problem

- Please write a statement of the singular problem your org exists to solve.
- It can be long form. No need for a strapline.
- You can have a few versions!



Purpose: primacy of emotion

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**Purpose is
BOSS.**

**Donors' needs are met and
they give loads and the world changes.**



**Fundraising can give donors what they
need in a precise and timely way.**



**The rest of the organisation gives fundraising
what donors need in a precise and timely way.**



**The rest of the organisation must know what
donors need and when they need it.**



The rest of the organisation respects donors.

**The
emotional
need to
SOLVE A
PROBLEM**





SAMMEN BEKÆMPER VI PSYKISK SYGDOM

New Ambition

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