The Role of Leadership in Philanthropy

Shifting Mindsets about the work and everyone’s role in ethical inspiration
When people hear the word fundraising

What are some of the images, descriptors, perceptions of our work?
Shift Happens

- Shift in language
- Shift in focus
- Shift in stance
- Shift in intention
- Most importantly shift in mindset
Philanthropy is not about money
The Philanthropic Road Less Traveled
Philanthropy is not about moving money from a benefactor’s pocket to a fundraiser’s pocket.
We have focused on extrinsic motivations rather than on intrinsic motivations

Money instead of meaning
We have made a business…

of something once beautiful
The currency of our profession is the enduring good we do together with philanthropists, not the amount of money we raise from benefactors.
Meaning is far, far more important than money, and we do our profession grave disservice if we focus only on the material aspects of our work rather than its inherent spiritual nature.
I ASK.
YOU GIVE.
I ASK.
YOU GIVE.
Rinse.
Repeat.
Philanthropic Evolution
Shift from scarcity…
Scarcity

Scarcity speaks in terms of never enough, emptiness, fear, mistrust, envy, greed, hoarding, competition, fragmentation, separateness, judgment, striving, entitlement, control, busy, survival, outer riches.
...to Abundance
Abundance

Sufficiency speaks in terms of gratitude, fulfillment, love, trust, respect, contributing, faith, compassion, integration, wholeness, commitment, acceptance, partnership, responsibility, resilience and inner riches.
Two views of our work

... see ourselves as moral trainers providing benefactors with the opportunity to be generous and generative.
Talking, Selling, Telling

Listening, Learning, Telling

University of Colorado Anschutz Medical Campus
Transformational Philanthropy

Benefactors should never feel “pushed” to make a gift.

They should feel “drawn or compelled” to make a gift.
Pull

- This is the lure of an attractive goal, or a strongly desired good, recognized by Plato and Aristotle as well as by many other great thinkers of the past ... embodying a valued ideal.
- It attracts us and calls us to put forward our greatest efforts.
- The greater the ideal, the greater the power it can have in our lives.
Stop selling

Start compelling
Shift in stance to …

I come, we see how our values and vision overlap, and we invite you to co-create a shared horizon with us
Not promoting gifts to us…

But promoting investments in humanity through us.
Can you imagine …

A possibility rich future for CU

An abundant, attractive future
Isn’t it amazing…

Celebrating a transforming gift

Acknowledging what CU contributes to the world
Value Seeding
The "Hairball"
Orbiting the giant hairball

CU is a hairball
Your role as connective tissue

Connecting people, ideas and resources
Vision Blockers

Small ideas

50 pg. proposal

No stewardship

Silos

Fiefdoms
Big Ideas

Step 1: Traditional Structure
Step 2: Connective Tissue
Step 3: Big Ideas

Themes vs. Priorities

DOM
Eye Center
Reg. Med
Cancer Center
Combating “Not invented here syndrome-NIH” and naysayers

Just do one
Then do a second one
Then proceed until apprehended

In large bureaucratic organizations, that is the way, a path to leadership
I – Thou

Objectification

Authentic existence

MARTIN BUBER, PHOTO BY PAUL SCHUTZER, ISRAEL 1960
Benefactor-centric is I-Thou

- We would never ask you for something that doesn’t match your values or passions
- We would never surprise you with an ask
- Wherever possible we will co-create a project of interest, and in some circumstances co-create the budget
Practicing benefactor-centric philanthropy

- It’s about them not us
- What could they do with their money that would bring meaning to their lives?
- Have we earned the right to have this conversation?
- Project resonance—will this be inspiring?
- Scale
- Timing
- Asset
Are you helping, fixing or serving?

- Rachel Naomi Remen
Helping, fixing and serving represent three different ways of seeing life. When you help, you see life as weak. When you fix, you see life as broken. When you serve, you see life as whole. Fixing and helping may be the work of the ego, and service the work of the soul.

-Rachel Naomi Remen
Moral Biographies

- What is the metric by which you will measure your life?  
  - Clay Christensen

- Recognizing/placing yourself where you can make the best contribution  
  - Peter Drucker

- Are you adding to your resume and bank account, or are you painting your eulogy?  
  - David Brooks

- Are you becoming more self-absorbed, or are you making your life a gift?  
  - Joan Erikson
Tired of being manipulated
At Least Three Reasons
Why It’s Not Smart
to Manipulate Philanthropists besides the obvious ethical reasons

They…

…are smarter than we are
…know how to make money
…have witnessed every possible scheme to separate them from their money
Conversations create cultures. New conversations require we see philanthropists in a celebratory best light, the work we do as noble, and we drop old patterns, habits and language we associate with our work.

- Words create worlds
- Language can get us there
Axiom 1
If you are authentic, then you don’t have to say you’re authentic.

Axiom 2
If you say you’re authentic, then you’d better be authentic.

Axiom 3
It’s easier to be authentic if you don’t say you’re authentic.
You smooze

You lose
Impact, impact, impact

- Why benefactors give and why they stop giving
"I have a strategic plan!"

"I have a dream!"
Shift from Scheming to Dreaming
“God did not give me a spare little head on my shoulders for little ideas.”
“God did not give me a spare little head on my shoulders for little ideas.”
“So don’t bring me little ideas.”

Leslie Gonda
Possible   Impossible
An attitude of innovation

- Think big
- Start small
- Move fast
- Rapid prototyping ideas
- Who are the most innovative, open minded and inspiring faculty on the staff?
- What if you put them in a room together and gave them permission to think big?
There is no shortage of philanthropy in America…there is a shortage of big compelling ideas
From needs-based to vision-based
We are both forward-leaning and forward-thinking beings and as such require spiritual points along the horizon upon which to fix our eyes.
Shift from raising dollars to raising sights
Stages of Philanthropy

- Quid Pro Quo
- Obligation
- Gratitude
- Relationship
- Ownership/Partnership

Transaction
Transitions
Transformations
Transactional vs. Relational Philanthropy

Graph showing the comparison between transactional and relational philanthropy.
The Pareto Principle

5% - 95%

20% - 80%
Major gifts are stop and think gifts

"It sort of makes you stop and think, doesn’t it?"
Return on Investment

How they LIVE

Return on Impact

How they GIVE
COLLABORATION
How we feel about committees and events
We can only guarantee attitude and effort

We cannot guarantee success…
ANXIOUS | EAGER

We vacillate between excited and nervous at times
“FOCUS ON WHERE YOU WANT TO GO, NOT ON WHAT YOU FEAR”
I’m not saying they should...

I’m not saying they would...

I’m saying they *could*.
Reducing fear in philanthropy

ANXIETY  ->  JOY
Creating a culture that is kind

Our Values

1. Benefactor-centric philanthropy
2. Great customer service for our faculty, benefactors and each other.
3. Positive energy through word and deed.
4. Assumed innocence.
5. Excellence, not perfection.
LESS

Selling
Dense text
Focus on money, metrics
About our agenda
Presenting, pontificating
Leading with our heads
Fear mentality
Advisory boards
Campaigns
Transactional
Vehicles

MORE

Compelling
Images, graphics,
Focus on meaning, values
About benefactor’s ideas
Listening
Leading with their hearts
Joy & abundance mentality
Meaningful engagement strategies
Campaigns of 1
Relational
Vision