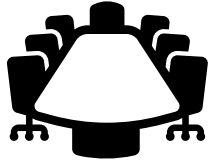


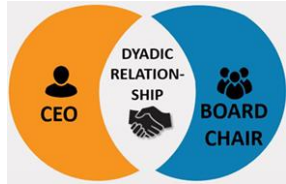


# Are your leaders leading FR?



**Nonprofit Board Bill of Rights**  
(Scott, 2023)

1. To participate in inclusion that includes fundraising investment, strategy, activity, effectiveness, and impact
2. To benefit from professional development, understanding fundraising principles, techniques, and risk management
3. To participate in a culture of philanthropy that celebrates philanthropy and fundraising strategy, success, and impact
4. To communicate with executive leadership and board of trustees of impact
5. To act as an advocate and supporter of fundraising appeals
6. To communicate and engage with donors & supporters, building relationships
7. To donate to the organisation
8. To be informed of and attend fundraising events



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**“A great CEO-Board Chair relationship is fundamental to great FR outcomes” (Board Chair)**



Research context

Relationships

Leadership styles

FR leadership

FR leadership in your organisation

Your FR leadership aspirations

Questions/comments





# FR leadership – grab a neighbour or two

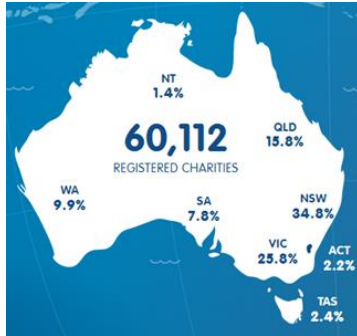
1. Who is leading FR in your organisation?
2. Who do you think should be leading FR in your organisation? Why?

Now, remember these discussions for later!





# Nonprofit sector in Australia



Charity revenue grew to **\$176 billion** – an increase of more than **\$10 billion**. However, expenses also increased by **\$10.2 billion**



More than **600,000** nonprofit organisations but not all fundraise



- ➔ Dramatic effect on nonprofit sector
- ➔ Influence on FR
- ➔ Influence on nonprofit sustainability
- ➔ Influence on leadership



44 interviews: 3 in person  
3 focus groups online

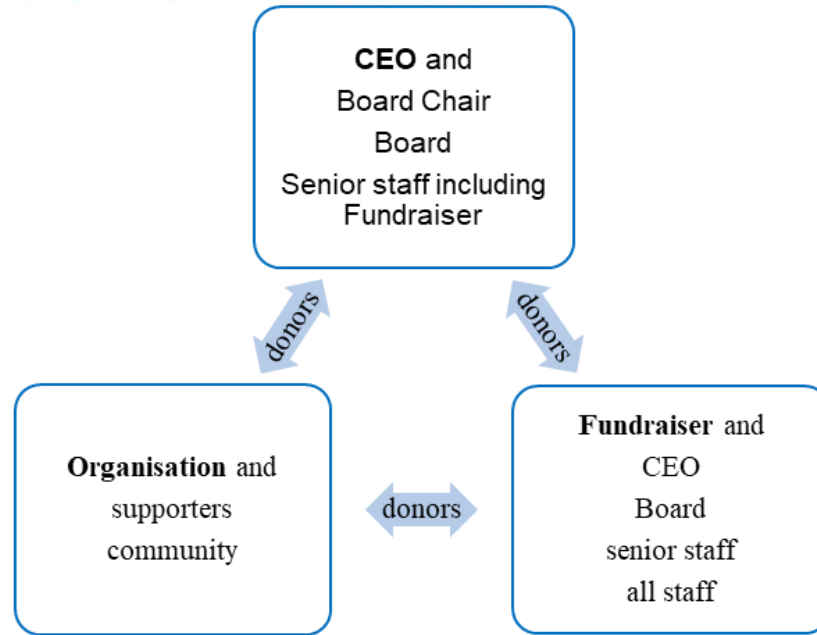




## Potential research contribution

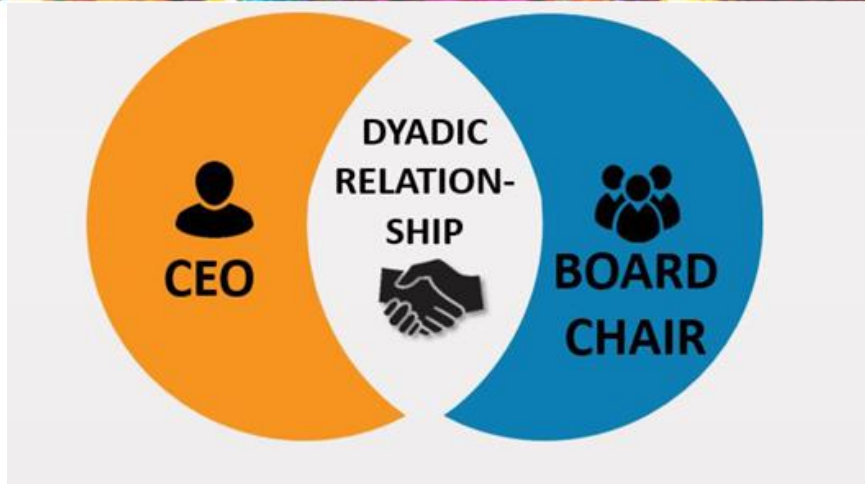


- **↑ sector productivity** → support for more **beneficiaries**
- **↑ sector efficiency and effectiveness**, particularly FR **effectiveness**
- **↑ theoretical base** to understand FR and its leadership principles
- **Limited** academia in this discipline
- **↑ LMX Theory**
  - **new** context (fundraising)
  - **Extension of LMX Theory** to LLX (Leader - Leader Exchange)



Relationships in successful organisations key to fundraising success (Scott, 2014)





**What influences the dyadic relationship between the nonprofit CEO and Board Chair that drives fundraising and mission?**



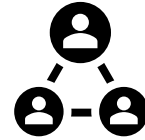
# Leadership styles



**Transformational and servant leadership** (Sargeant, Shang & Day, 2018; Sargeant & Day, 2018) distinctive in nonprofit sector

How about **collaborative** and **democratic** leadership styles?

How would you describe your leadership style?  
(Grab that neighbour again)

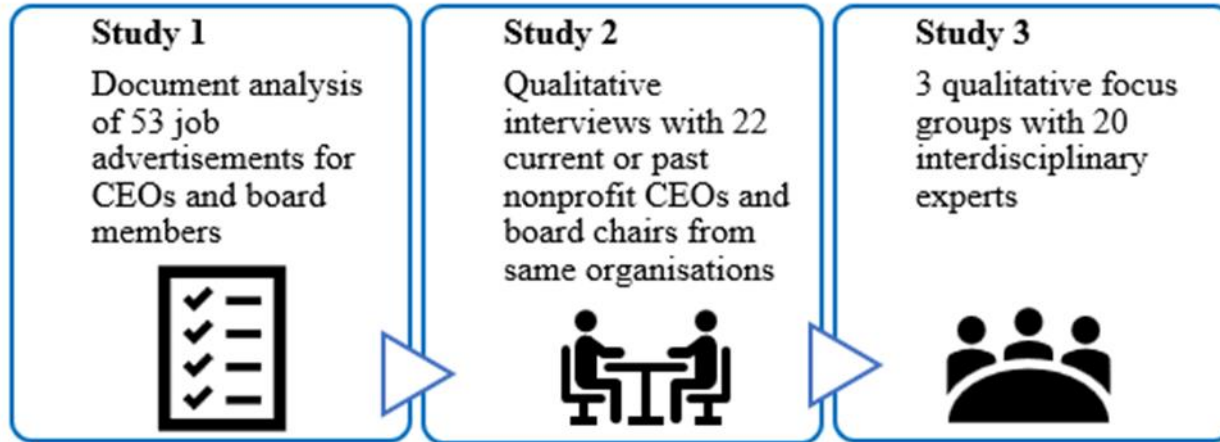


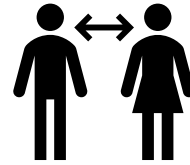
## FR leadership?

- FR **misunderstood**
- FR in the sector often driven by **opinion and myths**
- The **community** always involved in FR
- **Quality of leadership** in sector varies



# Overview of studies





22 organisations:  
44 interviews:  
Data collection:

most States & Territories of Australia  
CEOs & Board Chairs from same orgs  
Surveys  
Convergent Interviewing (26 issues, tested with peers)  
June to September 2021







# Remember earlier – when I said, ‘grab a neighbour’?

1. Who is leading FR in your organisation?
2. Who do you think should be leading FR in your organisation?





Previous studies and my research  
say a few things about FR leadership



Aspiring leaders take note!





# 1. CEO as the FR leader

# Poll 1 (CEO#16): The CEO is the chief fundraiser

Agree

Disagree

## **Poll 2 (BC#15) The centre of fundraising is the CEO and the Chair and Board facilitate and assist that**

Agree

Disagree

# **Poll 3 (CEO#7): CEOs should be encouraged to build donor and partner relationships because fundraising often follows**

Agree

Disagree

**Poll 4: (CEO#2) The CEO needs a good, strong, working relationship with the Board Chair that doesn't stifle CEO motivation to find fundraising and funding opportunities**

Agree

Disagree



## 2. Board Chair as FR leader

# Poll 5 (BC#18): The Board Chair should lead by example in a fundraising context

Agree

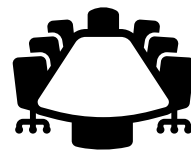
Disagree

# Poll 6 (BC#6): When the Board Chair sees an opportunity for fundraising, they should bring it to the attention of the CEO

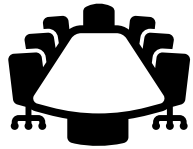
Agree

Disagree





## 3. Board members and FR



- Every Board member should have a **position description with accountabilities** for FR (CEO#5)
- Board members need to be **advocates and share stories of impact** (CEO#22)
- If Board members believe in organisation they will want to **donate and participate** in organisation (BC#11)



- Every Board member should have **willingness to get involved in FR** some respect (CEO#4)
- It is important that Board members **don't denigrate FR** (CEO#12)
- **Recruiting Board members differently** to past customs is the key to changing Board mindset about FR income streams and diversification (CEO#1)



# Nonprofit Board Bill of Rights

(Scott, 2023)

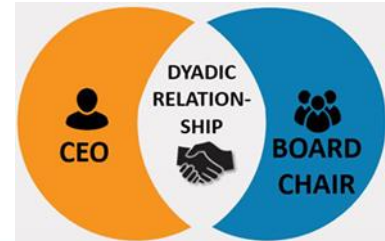
1. To participate in induction that includes fundraising investment, strategy, activity, effectiveness, and impact
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4. To communicate with executive leadership and learn of stories of impact
5. To act as an advocate and supporter of fundraising appeals
6. To communicate and engage with donors & supporters, building relationships
7. To donate to the organisation
8. To be informed of and attend fundraising events





# 4. CEO-Board Chair relationship

- Sharing FR leadership
- FR leadership is enabled by this relationship





# Grab that neighbour again!

What is your view of the CEO-Board Chair relationship  
in your organisation  
– particularly in relation to FR leadership?

# Poll 7 (CEO#3): The core values of CEO and Board Chair need to match (e.g. ethics, diversity, trust)

Agree

Disagree

**Poll 8 (CEO#23): A great CEO-Board Chair relationship supports fundraising and mission rather than drives fundraising and mission**

Agree

Disagree



**Poll 9 (CEO#24): The most important relationship in the organisation is the CEO-Board Chair relationship and them getting along**

Agree

Disagree

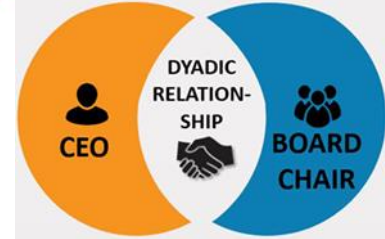
# Poll 10 (BC#10): A great CEO-Board Chair relationship is fundamental to great fundraising outcomes

Agree

Disagree



# Future factors to worry about (plan for) for the CEO-board chair relationship

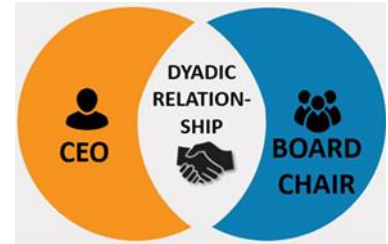


- **internal** factors such as lack of FR/sector knowledge or negative effects from management or board
- **external** factors such changes in the marketplace, government, or technology
- **FR** factors such lack of expertise or regulation changes.



## How strong is the CEO-Board Chair relationship driving FR?

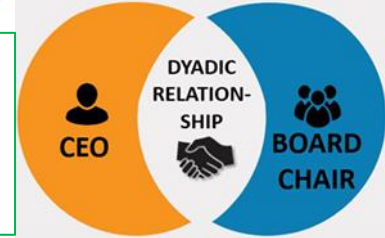
*We have this mutual respect and trust, so I don't think any of those things ... will affect that relationship. (BC)*



CEO-Board Chair relationship could be so strong, that any future factors could be sustained through trust, mutual respect and the sharing of fundraising/sector knowledge and understanding.

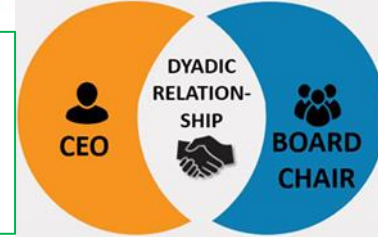


# The CEO-Board Chair relationship in supporting/driving FR and mission



- is more critical than assumed
- is based on a willingness to understand FR and be involved in FR activities
- involves jointly valuing donors and supporters and interacting with them
- is key to leading the organisation and its FR

# The CEO-Board Chair relationship in supporting/driving FR and mission



- is based on mutual **trust** and respect e.g., personal, professional, and ethical conduct, supported by good communication i.e. timely and appropriate communication, *underpinned by FR and sector knowledge* e.g., FR principles, trends, and benchmarking
- is unique to the sector and dependent on confidentiality and emotional intelligence
- is aligned on strategy, process, and priorities, often using similar leadership styles e.g., democratic, servant leadership, transformational or collaborative



## What does the CEO-Board Chair relationship mean for FR practice?

*Board* (including Board Chair): opening doors, events, donors, partners, donations

*CEO*: strong role in FR, centre of FR, Chief Fundraiser

*Board Chair*: strong leadership role

- CEO-Board Chair relationship is important, not underestimated
- FR can thrive but does better when leadership from the top
- Emotional intelligence has strong place in FR, FR leadership & relationships



## Wording for recruitment that describes the Board working with the CEO to lead FR?

- 1 The Board **works with** the CEO to **lead** FR
- 2 The Board and CEO **collaborate to lead** FR
- 3 The Board and CEO **lead and drive** FR





# How can aspiring leaders, prepare themselves to lead and drive FR?

- Learn about FR benchmarking
- Be knowledgeable about FR and sector trends
- Share your knowledge with the Board and especially Board Chair
- Participate in Board FR induction if you can
- Consider your leadership style – how you present to others and lead others





# How can aspiring leaders, prepare themselves to lead and drive FR? (Cont'd)

Aspiring CEOs:

- Builder of donor and partner relationships
- Want to be the centre of FR
- Be prepared to be the Chief Fundraiser
  - but understand about staff delegation and hiring



See CEO and Board adverts

Think about future factors that orgs are planning for and need leadership with



## New insights

- CEO needs a good, strong, working relationship with Board Chair that doesn't stifle CEO motivation to find FR and funding opportunities
- CEO-Board Chair relationship is different when FR is involved
- Mutual trust and respect plus FR and sector knowledge are the basis for CEO-Board Chair relationship leading and driving FR





## New insights



- Phrases describing the FR leadership relationship of the CEO and Board are offered for recruitment
- To evaluate FR effectiveness, Boards need benchmarking knowledge
- Additional leadership styles preferred by dyads include collaborative and democratic and not just transformative and servant leadership



## New insights



- Recruitment guidelines for CEOs, Boards, and a Director with FR experience are offered
- Development of Nonprofit Board Bill of Rights is offered (Scott, 2023)

**Does your organisation want FR to thrive?  
Consider the CEO-Board Chair relationship.**



# My questions for you

Does your CEO and Board Chair relationship work and inspire CEO to lead FR better?

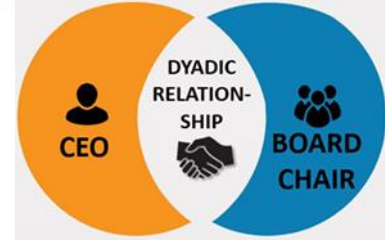
Do your CEO, Board Chair and Board understand FR and FR leadership?

**Does your organisation want FR to thrive?  
Consider the CEO-Board Chair relationship.**



# Thank you!

## Questions/comments?



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