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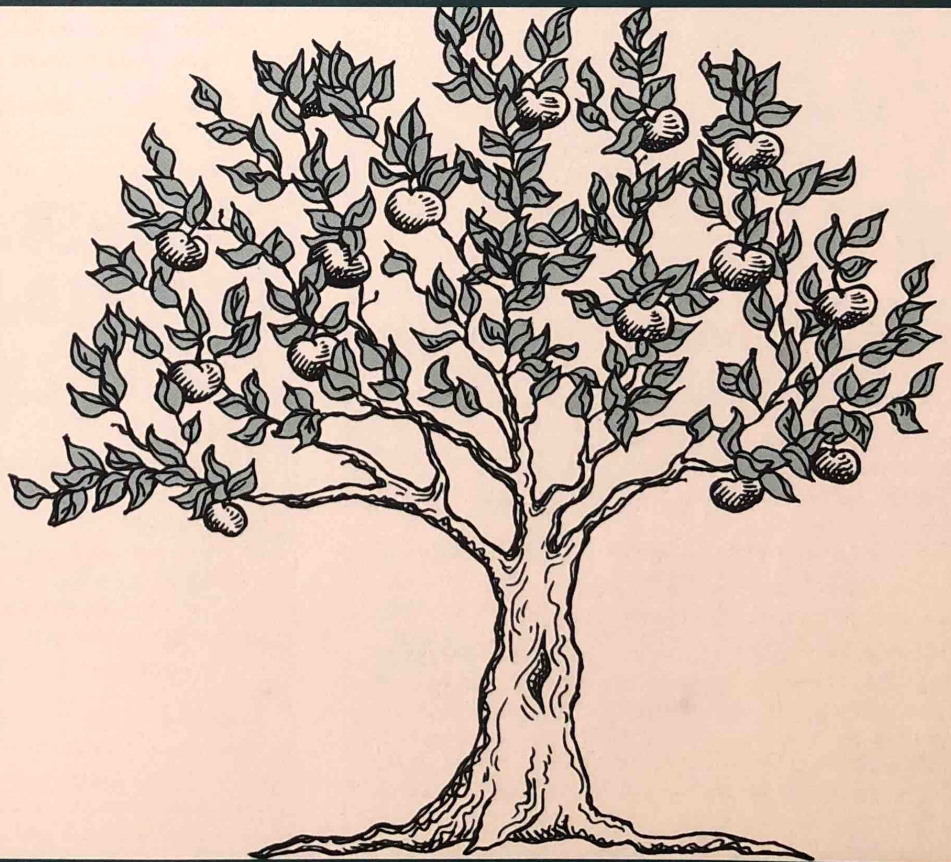
Grassroots Fundraising Journal

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**Fundraising
on the Internet**

**Avoiding Mistakes
with Donors**

**Emotional
Intelligence &
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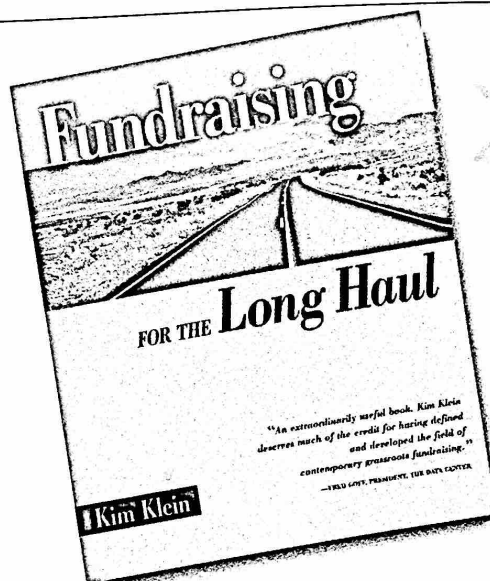
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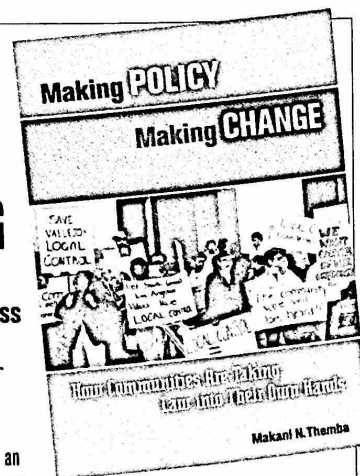
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Fundraising on the Internet

Using E-mail and the Web to Acquire and Cultivate Donors

by Nick Allen

Fundraising on the Internet is Coming of Age

While even the organizations most successful at raising money online — mainly groups like the Red Cross or CARE that work on disasters such as Kosovo or Hurricane Mitch — still raise 30 times more offline than online, a wide range of groups are beginning to use e-mail and the Web to find new donors and cultivate the ones they have.

With more than 50 million Americans using the Internet every week — and many of them using their credit cards there too — the audience is there. For Americans increasingly on the go and expecting access to everything all the time, the Web is open when your office is not — 24/7 across time zones and international boundaries.

Computer use is growing across class and race lines, and more and more people have access to computers through public libraries and schools, if not in their homes. High-speed DSL and cable modem access are being rolled out across the country, and nearly half of computer users already have at least a 56k modem.

How to Raise Money Online

A Web site and an e-mail newsletter program provide opportunities for education, advocacy, information distribution, as well as marketing and fundraising. In fact, to be effective at fundraising, the site has to have content and involvement that also educate. Few people will come to your



Web site just to make a donation or become a member. They'll come, or come back, because you involve them in your cause, give them information they want or need, provide them with some useful or interesting activity, engage them as an activist to send a fax or sign a petition or register for an event, or to sign up for a free e-newsletter subscription.

There are at least seven ways to raise money online:

1. Make effective appeals on your Web site (and get people there to read them).
2. Make appeals in your e-mail newsletters (and get subscribers).
3. Get commissions from sales of books, CDs, clothes, etc., via one of the online shopping malls that share their affiliate commissions with nonprofits (*iGive.com*, *greater-good.com*, *shopforchange.com*, etc.).
4. Benefit from online auctions or other co-promotions sponsored by major online players such as Amazon, E-Bay, and Yahoo.
5. Get sponsors who donate to your organization in exchange for sponsoring content areas (*seniornet.org*) or advertising on your site or in your e-mail.
6. Use e-mail for some solicitations to donors who joined via direct mail but have given you their e-mail addresses too.
7. Sell something, preferably something related to your mission.

Each of these is discussed in more detail below.

What's Working?

Direct fundraising has been the most successful so far, and probably will continue to be. Direct fundraising online includes getting people to join your organization through its Web site or asking for money through e-mail.

As you may have read, the American Red Cross raised more than \$1.3 million around the Kosovo crisis through their Web site, plus another \$28 million via conventional means. CARE raised \$500,000 online in 1999, about \$300,000 of it in response to the events in Kosovo. CARE raised about \$55,000 in response to the flooding in Mozambique early this year. World Vision, Save the Children, and other brand-name crisis-relief organizations have had similar success with appeals relating to high-visibility disasters. Sen. John McCain's multi-million-dollar online fundraising success in the days following his New Hampshire primary victory underscored the Internet's ability to let donors respond by finding organizations and making instant gifts. When people got excited about McCain's victory, they could go to Yahoo and find his Web site and make an instant credit card contribution. Before the Web, they would have had to call directory assistance around the country in hopes of finding McCain's campaign, then mailed a check.

A wide variety of smaller national organizations that don't depend on crises are already beginning to raise money online. Rainforest Action Network, with a \$2.7 million annual budget, raised \$5,800 in December 1999 online, several times more than its monthly online average. Web visits have continued to increase and so should income.

Most successful organizations put attractive membership offers on their Web home pages and throughout their Web sites and include a Donate or Join link on every page. The Internet is littered with contests and freebies and many big organizations use the same premiums online as off — T-shirts or tote bags. Of course, premiums are expensive, and sometimes donors who come in on premiums expect them every time they give. The ideal premium would be downloadable, so that it could be fulfilled instantly and at little marginal cost, but most people now have all the screensavers they can handle.

Fund appeals included in e-mail can also be effective, especially if the recipients are donors, or the appeal is really urgent, or both. An organization that works on a variety of causes e-mailed a segment of its donor file asking them to help with the Mozambique flooding disaster; they got an eight percent response rate, with an average gift of nearly \$100. While they might have gotten a similar response by mail, with e-mail they were able to contact donors when the issue was hottest and get most of the donations within 24 hours of the e-mail. And, of course, they saved the costs of

mailing the appeal.

In order to accept donations directly online, you can use a secure server at a Web-hosting company, typically for an additional \$10–\$30 a month plus transaction fees. Some Web-hosting companies are *hiway.com*, *interland.com*, or *verio.com*. Or you can put a Donate button on your site from a service provider like *entango.com*, *localvoice.com*, or *remit.net*. These providers run secure servers, do all the transaction processing for you, and post the donor information in a password-protected database that you can download into your donor-tracking program. They typically charge five to ten percent of each transaction.

Indirect fundraising is another avenue for raising funds online by joining up with dot-coms (nearly 100 of them already operating) that are seeking to help nonprofits raise money online — and make profits for themselves, too. Online charity shopping malls such as *greatergood.com*, *iGive.com*, *4charity.com*, and Working Assets' *shopforchange.com* invite nonprofits to encourage their supporters to shop online at Amazon, *pets.com*, J.Crew, or hundreds of other e-tailers, and about five percent of the income from those sales will go to the charity. While most of these dot-coms won't release their results, iGive, the oldest, says it has distributed more than \$750,000 to 8,000 nonprofits. That works out to an average of \$93 a group, though iGive reports that a few have raised as much as \$15,000. To sign up, organizations just go to the sites and follow the directions.

Organizations that can drive thousands of people to shop online might be able to raise serious money some time, but for most groups this is unlikely to be an important revenue stream. In addition, when people visit your Web site you want to engage them in your work, not send them off shopping (even if you've got nothing against shopping). Questions to ask before you sign up for a dot-com offer: How much could we make? Does it fit our mission? How will our donors/members feel about it? Will we get donor/shopper names, and who controls the data?

Another indirect avenue for fundraising online is donation portals. These sites — such as *4charity.com*, *allcharities.com*, *giveforchange.com*, *giveness.com*, and AOL's nonprofit *helping.org* — allow visitors to search for a charity and make a donation online. Most of these dot-coms then charge about ten percent for their handling (*helping.org* and *4charity.com* charge no fee). In addition, organizations must pay the usual credit card fees of about 2.5 percent. If lots of donors find your organization through a charity portal, that's gravy for you. You get on a list by registering at the site, though at some of them any user can give to any nonprofit.

But you probably don't want to direct your giving through another site; you want to keep people on your site.

Traffic

Traffic is critical in Internet fundraising, just as volume can be in direct mail. If you can't get enough people to see your message — in a banner ad, in your e-mail, on your Web site — it's hard to convince the less than one percent who will give. Alliances with higher traffic sites — as well as aggressive off-line advertising and PR — are very useful. Major Internet sites will sometimes donate banner PSAs for nonprofits, and large local sites run by newspapers and TV stations, as well as corporate intranets, will sometimes do the same. Both World Wildlife Fund and Rainforest Action Network have partnered with ClickRewards, the online incentive program, to invite ClickRewards' millions of members, and their own, to get airline miles. A donor gets a certain number of reward miles depending on the size of her donation; the organization usually gets some of the miles free from ClickRewards and pays around two cents per mile for the rest. It's the same kind of deal you get when you sign up with MCI and get miles on United or other airlines. For RAN, this has brought in nearly 1,000 new members with an average gift of more than \$45.

Integrating Internet, Mail, and Phone

Integration will be the watchword of fundraising this decade. In the same way that we might make a call telling donors to expect an important letter, you can e-mail your file — if you've aggressively gathered donors' e-mail addresses — telling them to watch the mail, or wait for the call. (It better be good!) The first renewal effort might be conducted by e-mail, followed by the usual multi-letter series, and eventually a phone call.

When a donor joins online, or even by phone or mail, you might consider e-mailing a welcome package instantly. It might contain the same information you normally mail, but some of it would be in the text of the e-mail, the rest on Web pages linked from the e-mail. Sophisticated e-mail messaging systems create customized Web pages on the fly, filling in the donor's information.

To see a crude implementation of customized customer service, call 1-800-BERMUDA and ask for a "Webley." They'll ask some questions about when you plan to visit the island, what you want to do there, etc. Then they'll send you an e-mail that clicks through to a Web site featuring the information you requested, the name of a local travel agent, and so forth. Ten days later you get a digital color brochure with similar customization. Imagine how the Humane Society or the National Organization for Women could use this technology!

Customer Service

Internet buyers are getting used to great customer service from a few top vendors — *amazon.com*, *buy.com*, and travel sites like *expedia.com* — and these sites are going to set the standard for online customer services for businesses and nonprofits alike. Following their model, you need to provide instant e-mail acknowledgment for gifts or any other online transactions. If you offer a premium, get it into the mail in a day or two, and notify the recipient by e-mail. If you invite Web visitors to e-mail you, get back to them right away. And put up the e-mail addresses and phone numbers of the people users might want so they can send your organization an e-mail in middle of the night if that's when they're visiting your site — don't make them wait to call until Monday morning at 9!

Costs

Costs vary enormously, depending on what you are trying to do and how you want to do it. Building or rebuilding a Web site can cost from a few thousand dollars to \$100,000. Setting up your site to accept credit card contributions costs only a few hundred if you use *entango.com* or others. E-mail newsletter services range from free ones like *topica.com* and *egroups.com* to sophisticated messaging systems hosted by Exactis or Digital Impact. Getting access to the database that you develop through your e-mail and Web sites and integrating those names with your existing database can cost plenty.

Five Things to Do Next

1. Get e-mail addresses and use them. E-mail remains the Internet's "killer app," so get addresses aggressively from your current donors and supporters and from everyone else you're in contact with. Then send out one or more e-mail newsletters about once a month; you can edit one for members, another for everyone else.
2. Invite visitors to your Web site's home page to subscribe to a free e-newsletter, or to enter a contest and get free e-mail updates. Then e-mail them.
3. Ask for memberships or donations on your home page and on content pages. Tie your asks to the page's content — remember that Web visitors choose the pages they look at.
4. Integrate e-mail and Web with mail, phone, and events.
5. Invest in the Internet. Now's the time to abandon your least productive programs and projects and use the money to invest in the Internet — where you'll be able to reach donors and constituents more effectively in the years to come. **GFJ**

Nick Allen is president of donordigital.com, a company that helps nonprofits use the Internet for fundraising, marketing, and advocacy.



Common Mistakes in Building Relationships with Donors

(and How to Avoid Them)

by Stephanie Roth

The single biggest mistake people make in fundraising is not asking for money. As Millard Fuller, founder of Habitat for Humanity, says, "I have tried raising money by asking for it and by not asking for it, and I always got more by asking for it."

This article is about the next biggest mistake people make in fundraising: failure to understand that the process of building a base of loyal donors involves much more than asking for money. Because fundraising is all about building relationships, completing a successful ask is only the beginning. Let's look at five examples.

Did You Say Thank You?

An environmental organization has been successfully building a donor base through direct mail. Two years ago, they instituted an upgrade process with some of their most loyal donors through a board-led major donor effort. Donors who had given by direct mail for three or more years were identified and board members contacted them by phone or in person and asked them to increase their gifts.

About half of the donors approached with a phone call or visit doubled their gifts. In addition, there was a much higher than average renewal rate from the donors who were approached with a personal letter.

This campaign failed, however, on the back end. Some people never received a thank-you note, and those that did received form letters, badly photocopied, stating, "Thank you for your recent gift of \$ _____. As required by the IRS, this letter verifies that you did not receive any goods or services for your gift, and therefore it is fully tax-deductible." The amount of the gift was written in, but no other personal note was added, and there was no acknowledgment of the relationship this donor had with the organization. Nothing indicated how much the gift was appreciated by the organization, or what it would mean for the organization's work.

The following year, the methods this group used to appeal to major donors were inconsistent — some were

personal and many were not. Not surprisingly, the group found that many of the folks who had increased their gifts in the previous year did not renew at all.

What should have happened

Here a group organized itself to ask its current donors for bigger gifts, but then failed to respond adequately to the gifts it received. Any contribution that is made as a result of a personal approach, such as a phone call from someone the donor knows, a face-to-face meeting, or an ask at a house party where the donors are known to the host, needs to be acknowledged in writing soon after the gift comes in and in a personal way.

The acknowledgment could be done with a form letter if a handwritten note is added at the bottom of the letter; or it could be a handwritten letter from the person who conducted the solicitation. It could be a phone call from the person who made the ask in addition to a form letter thank-you letter from the office.

The acknowledgment process needs to be part of the whole concept of a major donor campaign. The message you want to communicate to the donor is not only that you appreciate their support, but that your relationship with them continues after they say yes and send in their money. Not only is this a far more respectful way to treat your donors, but they will be more likely to renew their gift in the years to come.

Hot and Cold

A community theater has worked carefully with its board of directors to increase board members' involvement in personal solicitations. Now, three-quarters of the board members participate in the group's annual major donor campaign. Three years ago, one of the board members did all the right things in approaching an acquaintance for a major gift. She wrote a personal letter asking for a meeting, called to set up the meeting, and then made the request in person. She asked for \$250; the donor agreed to give \$200.

That was the first and last time this donor was ever approached personally for a gift. She is now on the organization's mailing list, so receives newsletters, invitations to buy tickets to their plays, and an annual fundraising appeal. She has only given one other gift to the organization, \$100 in response to an end-of-year appeal.

What should have happened

In this scenario, the board member who had gotten the gift left the board shortly after this solicitation was made. No one else in the organization knew this donor, and because a gift of \$200 was not considered a major gift by others in the organization, they simply added the donor to the mailing list and sent her regular mailings.

When this board member left the organization, she should have been asked by the board chair or chair of the fundraising committee if she would be willing to continue asking the donors she knew for renewals once a year. Alternatively, she could have been invited to sit down with the executive director, development director or another board member to review the list of people she had solicited over the time she had served. Those donors could have then been assigned to someone else who could call and begin to develop their own relationship.

If your major donor list gets so large that you don't have enough board members, staff members or volunteers to keep up with personal contacts, consider holding a small reception once a year where major donors have an opportunity to meet in an intimate setting with board members and the executive and development directors. Don't begin a major donor program without the infrastructure in place to continue it.

I Don't Know You, But...

Joe, a staff member of a legal rights organization, also belongs to a pro-choice group, where he has met a donor who has been giving the pro-choice group \$1,000 annually for several years. Joe recommends to his executive director that this donor might be a prospect for their organization too. With this information, the executive director (who does not know the pro-choice donor) writes her a letter introducing the legal rights organization, then calls her to ask for a meeting to discuss a \$1,000 donation. The prospect gives \$100, and turns down the request for a meeting.

What should have happened

It never ceases to amaze me that, when it comes to questions of fundraising and money, any common sense a person might have in almost any other situation goes out the window. What makes us think we can approach someone we do not know (even on the recommendation of someone who does know them), who has never given to our organization

and ask them for a very large gift as their first-time gift? There might be situations where a new prospect could be asked for \$1,000 the very first time. But too often, a decision about how much to ask is not based on any prior history or knowledge of how best to approach the prospect. Just because someone gives \$1,000 to Organization A does not mean they are a prospect at that level for Organization B. That alone is not enough information to base that decision on.

As you do prospect research, think about not just how much the person can give, but where they are in relation to your group. Even very wealthy people rarely start by giving \$1,000. A starting gift for a person who can give \$1,000 is usually closer to \$100, and that is what this prospect should have been asked for.

I Give You My Word

The Children's Rights Network in a mid-sized city has developed a strong individual donor base over the past 12 years. They have grown from having fewer than 100 donors in 1988 to a donor list of 930 this year, from raising approximately \$6,000 in 1988 to a projected goal of \$125,000 this year. They have upgraded many donors over the years through a combination of personal contact, handwritten and personalized thank-you notes, and annual requests for renewal gifts or upgrades. However, they are frustrated with one aspect — collecting the money promised by several of their major donors. In one case, a donor has pledged \$1,000 each year for the past three years, but only paid \$500 of the pledge the first year and \$750 each of the second and third years. Every year, a board member who is a colleague of the donor asks again for \$1,000, hoping that, one year, the donor will finally pay the amount promised.

What should have happened

When a donor pledges \$1,000 to be paid out over the course of the year, instead of leaving the payment schedule up to chance, the organization should ask the donor to be more specific about when he would be able to make the payments — will there be two payments, one every six months; quarterly payments; or monthly? Does he want reminders? By phone, mail or e-mail? If the donor agrees to a payment plan and still does not send in the money as promised, contact him by the method he prefers and ask him if there is a problem and any way you can be of help. If he still does not send in the money, or sends in less than promised, the following year you can ask him to renew at the level he actually contributed — not what he said he would do — the previous year.

Some donors do not keep track of their giving and need to be reminded, sometimes more than once. Others would like to be more generous than they can afford to be,

so they agree to a pledge that they won't be able to fulfill. There will always be a percentage of donors (usually less than 5%) who can't bring themselves to say no, but because their answer really is no, they will commit to something they won't, in fact, ever do.

Love 'Em & Leave 'Em

A board member left after serving his term of three years. Although during that time he had donated \$500 a year to the organization, once he left he was never approached personally for a gift. He remained on the mailing list and continued to receive direct mail appeals and newsletters, but no one bothered to call him and ask him to renew his gift personally. As a result, he did not give at all and, after two years, was dropped from the mailing list altogether.

What should have happened

Former board members and volunteers who have given their most precious resource — their time — and often significant gifts of their money, need to be treated like major donors and dealt with personally. This man should have been called by the chair of the board or someone from the fundraising committee and asked to renew his gift. He should have been invited to a reception or board get-together and shown that his contribution was appreciated.

Faceless Fonts of Funds

All of these scenarios point to symptoms of a common problem: treating donors as nameless, faceless numbers that add up to a line item on your budget or a projected outcome in your fundraising plan. These stories also reveal an inconsistent approach to developing relationships with donors, where one day a prospect is approached with the utmost care and respect and then, after making a gift, never hears from anyone in the organization again in a personal way. Shortchanging this constituency of your organization translates into losses on many levels:

1. Donors may begin to feel less connected to your organization, losing a sense of how they fit into the work you do beyond providing financial support. Even if providing financial support is all they expect to do, going from being more personal to less personal in your approaches to them over time will leave them wondering how much you need their gifts.

2. In addition to financial support, donors serve a public relations purpose for your work. They talk to their friends, family and colleagues about you. They may join advocacy efforts you engage in. If they feel excited about what you do and connected to it in some way, they can play an important role in spreading the word about your work. They may even bring in new donors. Conversely, if they bad-mouth you because they don't feel they've been treated

respectfully, they may turn off other donors or potential donors to your organization.

3. Donors are a part of an organization's constituency, as much as members, clients, consumers, board members, or volunteers. By keeping them completely separate from the rest of your work, you lose a group of people who could possibly be mobilized to take action on an issue requiring evidence of community concern and involvement. This is where the connection between fundraising and program activities is most commonly lost.

Organizations certainly face many challenges in their fundraising efforts, including lack of adequate resources or experienced fundraising staff, and the reluctance of board members to participate in fundraising. However, many problems, including those described in the scenarios above, have fairly simple and straightforward remedies. What may seem like insignificant details or time-consuming steps that you can't afford often make the difference between a thriving and growing fundraising program and one that stays at the same level year after year, or even declines.

An organization's fundraising program should be developed as holistically as possible. Every strategy employed has a specific job to do in relation to acquisition, retention, or upgrading of donors. In addition, your donors are people who have the potential to give far more than money. They can give their time as volunteers or board members, they can encourage others to become donors, and they give credibility to your work as part of a growing group of people who support you. However, like any other relationship, they require some attention, some thought, and some common sense to help make the relationship as strong and meaningful as possible. **GFI**

Stephanie Roth is co-publisher of the Journal.

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Emotional Intelligence

& Nonprofit Success

by Amy O'Connor

Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.

— DANIEL GOLEMAN, *WORKING WITH EMOTIONAL INTELLIGENCE* (BANTAM BOOKS, 1998)



Three Elements that Support Fundraising Expertise

While much of fundraising is common sense, fundraising success still depends on the expertise that fundraising staff and volunteers bring to an organization. Expertise is needed in a number of areas, from knowing how to use a database and track fundraising information to understanding how to implement a renewal program that will maximize membership renewals. Knowing the nuts and bolts of fundraising allows fundraisers to implement the many day-to-day tasks that make fundraising effective.

However, just as in the corporate world, technical expertise is not enough to produce star performers and organizations. Three other elements support fundraising expertise: 1) *Understanding organizational development*, 2) *Overcoming personal barriers*, and 3) *Using emotional intelligence*. This article describes the first two elements briefly, then focuses on the third, emotional intelligence.

Understanding Organizational Development

Various individuals have presented models for organizational life cycles. These models explain the characteristics and challenges of organizations as they progress from the volunteer-managed start-up to the sophisticated, large institution.

Baird Straughan, Associate Director of the Institute for Conservation Leadership, has adapted Karl Mathiasen's well-known model of the organizational life cycle. Straughan describes organizational changes in terms of four stages: 1) The "Volunteer-based Stage," during which the organization has no paid staff; 2) "The Leap," during which paid staff are hired; 3) the "Shared Governance Stage," during which the executive director and the board president lead an organization that has paid staff and solid programs; and 4) the "Institutional Stage," during which the organization consists of a large, well-staffed and multi-layered system.

During each stage, organizations tend to face different,

but predictable, challenges. While it is important to remember that the four stages actually represent a continuum in the real world, Straughan explains the usefulness of viewing organizations through the filter of organizational development models:

Mathiasen's model helps reframe organizational problems so it is easier to think about them productively. It describes them as natural consequences of maturation, challenges the organization leaders must meet and learn from as the organization grows. It suggests that these difficulties are parts of natural phases, instead of conflicts arising from personality clashes or incompetence.

Perhaps the example of organizational maturation that many grassroots organizations can best relate to is the transition from an entirely volunteer-based organization to what Straughan refers to as "The Leap," when the first paid staff person, usually an executive director, is hired.

Often "The Leap" is fraught with communication difficulties. Now, the board must communicate to its executive director what it wishes to accomplish without restricting the administration and day-to-day decision-making power of the new staff person. When good communication systems are not in place, misunderstandings about the roles of the board and the executive director can lead to heated debates and acrimony. While some ascribe such difficulties to personality differences, they can more accurately be described as a natural consequence of the transition involved in "The Leap."

Other issues that often crop up during the maturation of an organization include neglected systems, such as in accounting and fundraising, that lead to financial crises; little staff time spent on growing and cultivating the membership; and "founder's syndrome," a condition in which an organization does not help the founder to grow into the increased managerial functions and fundraising responsibilities that a larger organization demands.

While all of these issues are flavored by the personalities involved, they are typical of the issues that crop up in many

organizations as they move from one stage to another in their life cycle. Many of these organizational development issues can have a detrimental effect on fundraising, if only by drawing a great deal of energy from fundraising efforts. Being aware of these issues and addressing them before they overwhelm the organization will minimize how much they interfere with fundraising efforts. (See Kim Klein's new book, *Fundraising for the Long Haul*, which deals in depth with some of the developmental issues facing organizations that have made it through their first five years.)

Overcoming Personal Barriers to Fundraising

Personal barriers comprise the second element that affects fundraising success. These include personal comfort levels with fundraising and perceived societal taboos related to asking for money (See the article, "Getting Over the Fear of Asking," by Kim Klein, in *Getting Major Gifts*; see ad on page 13 of this issue). Barriers such as these prevent many staff and board members as well as other volunteers from being effective partners on the fundraising team. Often, they are simply habits and beliefs that can be unlearned through training and practice.

Recognizing Emotional Intelligence

The final element that supports fundraising success is emotional intelligence — the ability to be attuned and responsive to one's own emotional state and that of others. While we don't usually think of emotional intelligence as a skill, it is in fact a skill that we use, to lesser and greater degrees, every day. The level at which we are able to use various emotional competencies determines our success in both the workplace and our private lives.

Peter Salovey and John D. Mayer originally discussed the concept of emotional intelligence in 1990. Since then, Daniel Goleman and others have popularized the idea. Goleman commissioned studies involving hundreds of executives in global companies to determine how important emotional intelligence competencies were, compared to purely cognitive abilities or technical skills, in determining career or financial success. He has examined similar studies of people in government and industry.

In his book, *Working with Emotional Intelligence*, Goleman points out, "For star performance in all jobs, in every field, emotional competence is twice as important as purely cognitive abilities. For success at the highest levels, in leadership positions, emotional competence accounts for virtually the entire advantage." Goleman explains that companies where people work together best have a competitive advantage, and their profits far surpass those of other companies.

Nonprofits, too, can benefit from encouraging emotional intelligence among their ranks to diminish the amount of friction within and between nonprofit organiza-

tions. Some of the emotional competencies Goleman discusses in his book include the following:

- Self-awareness: emotional awareness, accurate self-assessment, self-confidence
- Self-regulation: self-control, trustworthiness, conscientiousness, adaptability, innovation
- Motivation: achievement drive, commitment, initiative, optimism
- Empathy: understanding others, developing others, service orientation, cultivating diversity, political awareness
- Social Skills: influence, communication, conflict management, leadership, being a catalyst for change, building bonds, collaboration and cooperation, team capabilities

Many of these competencies are self-evident, but let's take a look at some of the more obscure ones.

Self-awareness, described as "accurate self-assessment" and "emotional awareness," are competencies many people pay little heed to. To determine how well you do in these categories, ask yourself the following questions:

- Do you take time to assess your strengths and your weaknesses in the areas of both professional expertise and emotional intelligence?
- Do you tend to reflect on experiences you've had, both positive and negative, and assess what you've learned from them?
- Are you aware of your own anger before it escalates to high levels? How well do you tune in to other feelings you have?
- How well do you gauge other people's feelings and emotional states?

In relation to the competency of "cultivating diversity," ask yourself the following:

- Do you challenge racism, sexism and other forms of oppression when you have the opportunity?
- Do you see diversity as an opportunity? Why or why not?
- Even if you don't agree with another person or group's viewpoint, do you try to understand the differing perspective?

Reflect on your competency as a "change catalyst" by answering the following:

- Do you remove barriers to organizational changes that you feel are necessary for ongoing success of the group? For example, if a board member argues that you should not try a new fundraising technique because "We've never done it that way," how do you respond?
- Are you willing to challenge the status quo to point out the need for change?

Using the Power of Emotional Intelligence

While the list of competencies above indicates that there are numerous types of behavior that use emotional intelli-

gence, following are a few tips on how you can help increase the level of emotional intelligence at your nonprofit:

1. Employ good communications systems to ensure inclusiveness.

Whether your organization uses e-mail, staff meetings, conference calls, memoranda or other systems, it is vital that everyone is kept in the loop, both on program issues and fundraising matters. For example, make sure that you are keeping administrative staff informed of program work. Those acting in the receptionist position must know that, being on the front lines, they are just as critical to building relationships with donors as are the top fundraising staff. Intra-office communication skills are also important to

ensure that engaging newsletters, successful fundraising packages, and other outreach materials are created efficiently.

2. Make a point of acknowledging one another. In the daily rush of work, it's easy to forget to give credit where credit is due. Try to acknowledge your coworkers' good work. A genuine show of appreciation can help motivate others.

3. Listen before you speak. Allow others to finish their thoughts, acknowledge what you have heard them say, and then add your own thoughts. This type of active listening is a vital tool for good communication. As a thoughtful method of communication, it is also important for interacting with and cultivating donors.

(continued on next page...)

QUIZ: BUILDING YOUR AWARENESS

Being human, none of us breaks our personal habits overnight. Nevertheless, it is well worth the effort to find out both our strengths and weaknesses in our own emotional intelligence. By building our skills in this vital area, we can strengthen the nonprofit organization and cause to which we have committed ourselves as well as our own personal interactions. In the process, we will inevitably strengthen the organization's ability to raise needed funds and accomplish its mission.

The quiz below presents a few situations in which emotional intelligence is called for. By pondering these questions, you will get a better sense of your level of emotional intelligence. There are no "correct" answers. Simply use the questions to examine your own habits and responses from the perspective of emotional intelligence. Try sharing the quiz with your fellow workers to help them think about their emotional intelligence. And remember, emotional intelligence is a skill that you can continue to enhance throughout your life.

1. Can you think of an example of "emotional contagion," when you saw how a mood you or a coworker had, either good or bad, infected others in the office?
2. Remember a time when someone you knew directed an outburst of anger toward you. Did you respond in kind or did you present a more controlled response? What was your reaction? How might you change it in the future?
3. What would you do if a coworker who was assigned to help you with a task failed to accomplish the task, even after repeated reminders? How could you help contribute to their development while getting them involved in the work?
4. Do you take time to establish working friendships with others in your office? Members of the organization? People in other organizations you may work with? Vendors you rely on? What do you do to encourage and keep alive these friendships? Do you consciously allocate time for networking?
5. Do you see members as "customers" to be served? If so, recall some examples where you exemplified such service.
6. Imagine that you have just been hired as the new development director at a nonprofit. After a short time you recognize that existing

subordinate development staff resent you. What steps would you take to help alleviate bad feelings and assemble a functional team?

7. Assume for a moment that you are membership director of a mid-sized nonprofit. One of your responsibilities is producing four appeal mailings each year. You recognize that this requires getting each one out on a specific schedule. Your executive director, however, reviews the copy and makes extensive edits, but she is so busy that she inevitably delays your mailings by two to three weeks. What would you do to get your system back on track?

8. You are the new executive director of your nonprofit. One of the founding board members, an outspoken person who also makes generous financial contributions, calls you every day to discuss the minutiae of your day-to-day work. The numerous interruptions by this persistent person leave you little time to get your job done. What do you do to free up critical time?

9. You are the administrative director and keep the books of your small nonprofit. You notice that recent, unexpected expenditures have eaten up the entire operating reserve. Little income is expected for another three months. Your executive director spends little time in the office due to an extensive travel schedule and, being new, you haven't had much of a chance to establish a good bond with him. What do you do?

10. You are the administrative director of a rapidly growing nonprofit that is about to hire support staff for your fundraising team. Having been with the organization for five years, you have a great understanding of its culture and politics. But when it comes time to do interviews for the new position, your executive director fails to include you in the process. How do you react? What do you do?

11. As issues director of a small nonprofit, you have been involved in cultivating a major donor whose financial support is critical to one of your programs. One day, the donor calls you to voice some anger. After talking with the organization's development associate, he is convinced that some of his past funding to your project was used for a project with which he does not want to be associated. You feel that the situation involves a simple misunderstanding. How do you deal with your furious donor?

4. Build your political awareness. Even organizations working for social justice can have inequalities of power that reduce the nonprofit's effectiveness and negatively affect morale. Think about the power relationships in your group and how to respond to them. For example, if fundraising staff are left out of management or board-level decision making, initiate a discussion with the board on the importance of fundraising to program and planning and how to incorporate a fundraising perspective.

5. Network and socialize. Staying in touch with other people is an important part of our personal and professional lives. It is easy to be so busy in the office that we don't take time to get to know fellow staff, to understand their concerns and to be there when they need a hand. While this takes time, it is important for building bonds that facilitate our work together and it also makes our workplace a more pleasant place to be. Professional friendships can help motivate and support us when we face challenging work tasks.

6. Focus on positive thoughts. Most people are highly self-critical. In fact, some claim that the vast majority of our thoughts about ourselves over the course of a day are negative. Have you ever caught yourself thinking how you really could have improved on the brochure you created, that you didn't make as good an impression on a donor as you wanted, and that you didn't finish your to-do list for the day? To the degree you are able to get out of this habit and to focus on the positive accomplishments of the day, you will help enhance your own motivational level.

7. Challenge unhealthy organizational dynamics. When such dynamics result from power imbalances based on race, class, gender or sexual orientation, gather your courage and address the issue. This may not always be easy, but is essential in building strong and diverse organizations. Perhaps you could start by examining whether or not your board is truly representative of your constituency. You could make

sure that people without a lot of organizational experience are provided with sufficient training and learning opportunities to allow them to function well. You might try creating an organizational culture where there is an openness to identifying and resolving unequal power relations — or better yet, preventing them in the first place.

These are just a few of the things that can help you enhance your own emotional intelligence and the degree to which it is used in your office. To build your own level of emotional intelligence further, read the examples in the accompanying quiz. As you think about how you might react in various situations that require emotional intelligence, remember that this form of intelligence is a skill that we continue to develop with life experience and practice. In the end, organizations that maximize their fundraising success are those that are able not only to acquire sufficient expertise, but also to foster understanding of the three elements discussed here that support this expertise. **GFJ**

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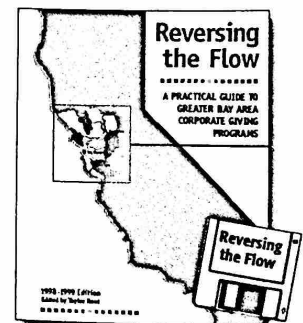
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The growth in giving was propelled by a number of variables: an expanding economy for those who own stock, dramatic gains in the value of holdings of several major independent foundations, a record rise in the value of corporate foundation endowments, and a record number of new foundations being created.

The massive wealth of a small percentage of the population coupled with a change in the tax law propelled the formation of 2,700 new foundations in 1998 alone. The tax-law change grants the same tax advantages for creating a private foundation that used to be given only to gifts to public foundations. The new foundations bring to 47,000 the number of grantmaking foundations in the United States. In 1980, there were 22,000 foundations.

For more information on the growth of the foundation sector and the creation of the large new foundations that fueled it, go to the Foundation Center's Web site at <http://fdncenter.org>. Highlights of the report, *Foundation Giving Trends, 2000 Edition*, the Center's annual examination of funding trends of more than 1,000 larger U.S. foundations, are available at <http://fdncenter.org/grantmaker/trends/index.html>.

Announcements



Journal Seeks Nominations!

In honor of its 20th (yes, 20 years!) Anniversary, the *Grassroots Fundraising Journal* will be publishing a collection called, "The Best of the Journal," or possibly a more catchy title. We are seeking nominations for articles from past issues to appear in this collection. If you would like to nominate an article,

please e-mail the information below to: stephanie@chardonpress.com. Or you can mail her at: Chardon Press, 3781 Broadway, Oakland, CA 94611.

1. Name of the article (as close as you can remember)
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3. One or two sentences about you or your organization

Don't worry about nominating an article that is old or out of print. We will ask authors to bring the articles up to date, as needed, so that they will be of maximum help to *Journal* readers and others.

Please submit your nominations by *September 1, 2000*. Planned release date for "The Best of the Journal" is February 2001, our exact 20th Anniversary.

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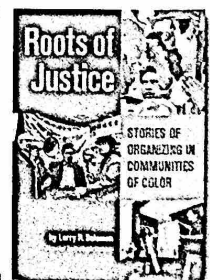
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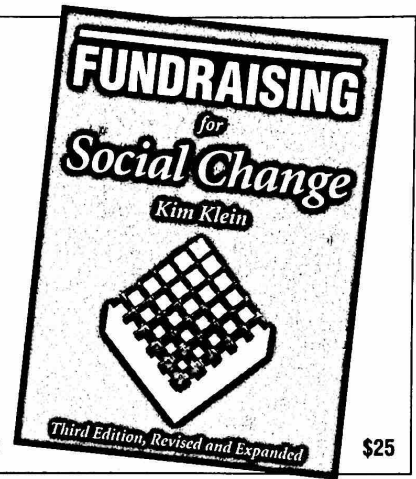
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