



The Mark Randall Company

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## The Case for LEADERSHIP

### ~ What is leadership? ~

Webster's says "leadership" is *the act of setting the pace for others or setting an example for others.*

The not-for-profit sector requires *two* kinds of leaders to set the pace and example for others — *staff* leaders and *volunteer* leaders. Harold J. Seymour, for many the father of modern philanthropy, told us in *Designs for Fundraising: Principles, Patterns and Techniques* the *second* kind of leader required by the not-for-profit organization is a *professional staff person* who manages the institution and serves the board of trustees. He reminded volunteer leaders "cheap, unprofessional help *always* is the most *expensive* help" and "the best investment *any* organization could make — at almost any price — is in top professional staff...people with integrity and competence." We believe his advice still is true today!

#### **VOLUNTEER LEADERSHIP IS KEY FACTOR**

About *volunteer* leadership, Seymour was uncompromising. While many argue the cause (or case) comes first, he maintained, "Let it never be forgotten, volunteer leadership in itself *always* is the key factor in success—no matter what the cause or scope of the challenge."

We agree! That's why we believe *the management team* — volunteer *and* staff leadership — determines the institution's success or failure, *not* the product (cause).

Now, as professional staff, let's examine Seymour's key factor required for success in raising big money — *volunteer leadership*.

### ~ What can top-level volunteer leaders provide *your* institution? ~

The most important quality top-level volunteer leaders can provide is *power*—to influence others, lead others, power to act, advocate and financially support your institution. *People who have power almost always have money.* These two resources—power and money—go hand in hand. People with power can influence other powerful people. In some cases, they even may have *leverage* with other people, the ultimate form of power. A powerful volunteer can wield social, financial, business and/or political clout on behalf of your institution. He/she can set an example and get others to follow.

Next to power and money is *credibility*. Your institution needs powerful, well-to-do people who are credible, respected and believable. When your volunteer leaders speak on behalf of your organization, professional staff and your cause gain credibility, respect, prestige and public trust, because of the position your volunteer leaders occupy in the community. Powerful, well-to-do, credible leadership can help you influence public opinion.

#### **VOLUNTEERS, STAFF, INSTITUTION PROSPER**

Finally, volunteer leaders can provide competent decision-making and organizational direction. If your volunteer leaders are successful business people, professional staff *and* the not-for-profit institution itself can grow and prosper from the experience, personal connections, knowledge and expertise your volunteer leaders bring to the table.

~ **How can professional staff use what volunteer leadership provides?** ~

Professional staff must know *how* to use the qualities volunteer leaders bring to the organization. Volunteers with power, properly *staffed* by good professionals, can help *recruit other powerful people* to your cause. Properly *educated* by good professional staff, powerful people can *make significant gifts* and, properly *trained* by professional staff, can *secure significant gifts from others*.

**POWERFUL PEOPLE CAN OPEN DOORS**

Powerful people also can open doors to resources which were previously inaccessible to your cause, through their personal and business connections, such as foundations, companies and other individuals.

Skilled professionals can use the credibility your volunteer leadership provides to influence both *public* opinion and the *personal* opinions of other powerful, influential people. They can build your donors' and prospective donors' confidence and credibility in your cause, encouraging generous financial support. Your volunteers' credibility can help you with partners, such as United Way and Jewish Federation, to encourage (influence) their support for your institution.

**CAN LEADERS BE CREATED?**

Occasionally, we're asked if an organization's professional staff can *create* a leader for their cause. The answer: *no!* Our not-for-profits are reflections of our communities and society. The challenge confronting *each* executive director and development officer of *every* not-for-profit is *recognizing* community power structures, *identifying* social and business leaders and successfully *recruiting* them. This is where leadership development becomes an art and why it's critical to follow the correct, professional,

recruitment process when building volunteer leadership *into* your organization.

This process, as briefly outlined here, is commonly called a "planning" or "feasibility study." Properly conducted by skilled professionals, the study can help identify and gain access to the *right* people in a community in a non-threatening way *and* obtain valuable information critical to successful recruitment and/or solicitation of major gifts. In the best professional hands, the study's the most effective tool available for recruiting the best possible volunteer leadership available from a community, regardless of the cause. (Professionals learned years ago the *last* of the four reasons community leaders serve on boards of directors is the *cause*.)

**RECRUIT THROUGH "PRIDE-OF-ASSOCIATION"**

Recruiting the strongest volunteer leadership into a not-for-profit organization is the most difficult challenge facing professional staff today. Building volunteer leadership on the basis of "pride-of-association," engaging in "vertical recruitment" of powerful community leaders and successfully integrating them into the leadership structure of your organization is more art than science. In *The Case for Leadership—Part 2*, we'll look at research, recruitment, orientation, involvement, motivation and *commitment*.

If you need help strengthening your organization's *leadership*, raising more program money in a cost-effective manner and increasing your institution's *visibility and credibility*, call [800] 455-5543 ~

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We're happy to answer questions, provide references and discuss how we might apply our skills and experience to help you further your success.