

The art of development directorship

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#IDPE19

RSAcademics: The Art of the Development Director



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WHAT DO WE MEAN BY DEVELOPMENT DIRECTOR?

- From one man band to...
- Leading large teams

Generally responsible for:

- Fundraising
- Alumni Relations

THE SKILLS OF A HIGH PERFORMING DEVELOPMENT DIRECTOR INCLUDE:

Strategic thinker

- Planning strategies that best make best possible use of resources



Emotional intelligence

- To handle interpersonal relationships judiciously and empathetically



THE SKILLS OF A HIGH PERFORMING DEVELOPMENT DIRECTOR INCLUDE:

Leadership skills

- Downward, upward and collegiate



Resilience and reflectiveness

- Ability to have challenging conversations, reflect on outcomes and change and develop practices as necessary



THE SKILLS OF A HIGH PERFORMING DEVELOPMENT DIRECTOR INCLUDE:

Fundraising knowledge and skills

- Tactical knowledge of fundraising processes and techniques
 - Optimising/segmenting database
 - Case for support messaging
 - Regular and planned giving
 - Major Gifts
 - Grant making trusts

Major Gift experience

- What is your limit?

THE SKILLS OF A HIGH PERFORMING DEVELOPMENT DIRECTOR INCLUDE:

Independence and wisdom

- Prepared to challenge existing frameworks and protocols but do so judiciously!



DEVELOPMENT TEAM TALENTS

	Fundraising Skills	Fundraising Knowledge	Leadership skills	Strategist	EI	Major gifts	Independence & wisdom	Repeat Major gifts at highest level	Resilience & reflectiveness
Development Officer / Assistant	√								
Fundraising Manager	√	√	√						
Deputy Development Director		√	√	√	√				
Head of Development / Development Director	√	√	√	√	√	√	√		
Senior Development Director		√	√	√	√		√	√	√

RED FLAGS – TELLTALE SIGNS OF...

Non-strategic behaviour

- *'Every day is different – we never know what is coming our way'*
- *'We pride ourselves on always saying yes'*
- *'We don't have time to think'*

Are you a people pleaser?

- *'The Head wanted me to organise this event....'*

RED FLAGS – TELLTALE SIGNS OF...

Mission creep

Spending too much time on an activity

- *'I've been writing a case study for support for 18 months now'*
- *'We're perfectionists – we want every detail of the event to be perfect'*

RED FLAGS – TELLTALE SIGNS OF...

Displacement activity

Too much time spent on those activities that are our natural 'professional comfort zone'

For example (but not exclusively):

- Events
- Communications
- Volunteer management

Instead of one to one donor meetings

RED FLAGS – TELLTALE SIGNS OF...

Lacking emotional intelligence

- *'My volunteers drive me mad!'*
- *'The Head just doesn't understand where we're coming from'*
- *'I've given up on our governors...'*

MAJOR GIFTS AT THE HIGHEST LEVEL

- What kind of gift would you seek from the UK's richest citizen?
- How do you know that you have optimised major gifts?

INDEPENDENCE AND WISDOM

- Is your school's 5 or 10 year plan sufficiently ambitious or aspirational?
- If not, what are you going to do about it?



RESILIENCE AND REFLECTIVENESS

- How will you raise significantly more £s next year?
- What aspects of your own practice are you going to change?
- What will you do more of/less of, or for the very first time?

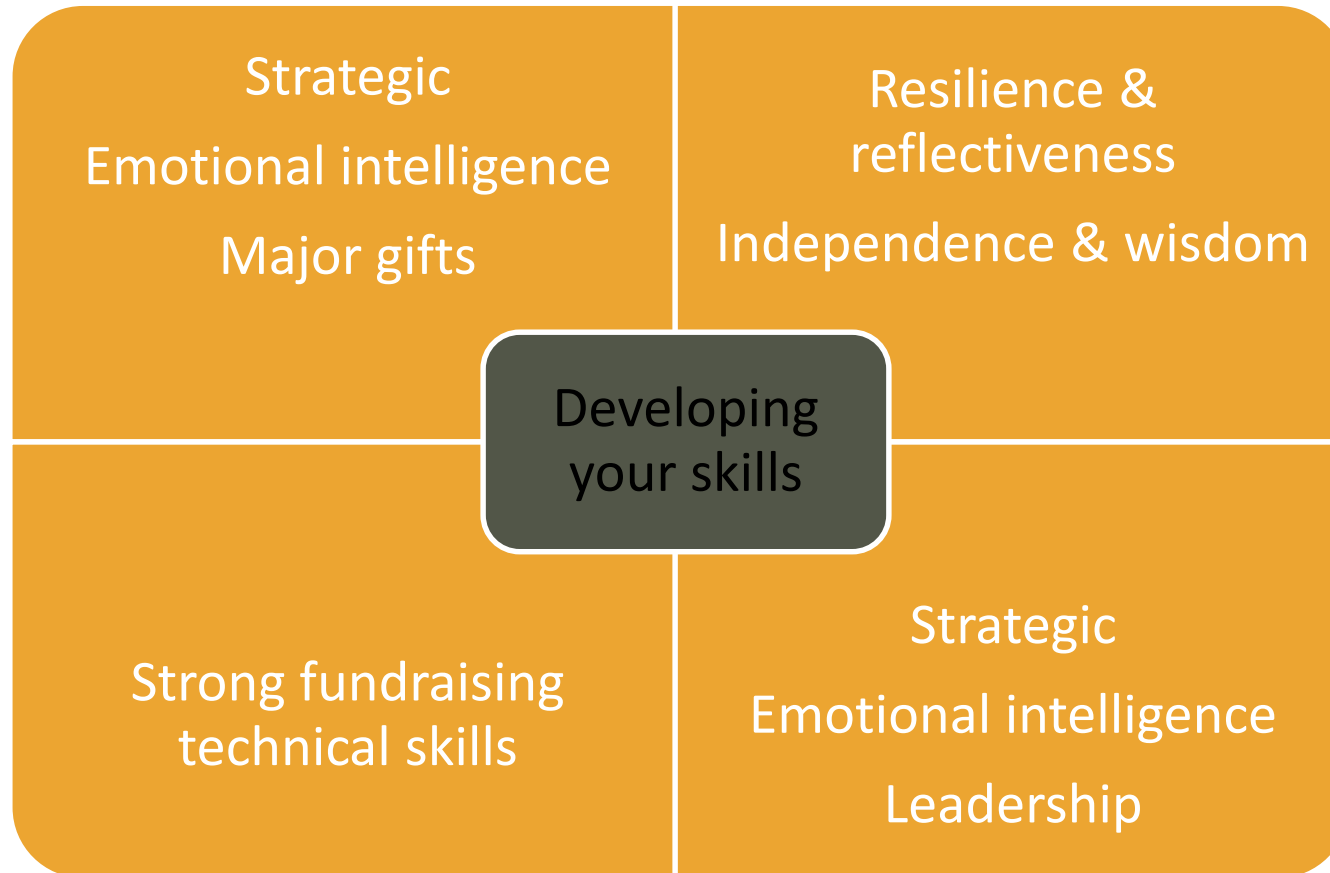


BEWARE! FROM WARRIOR TO KNIGHT

- Independence **and** Wisdom
- Resilience **and** Reflectiveness



DEVELOPING YOUR SKILLS



PLANNING YOUR DEVELOPMENT JOURNEY

Practise what you preach

- Research: 360 peer review
- Identify specific areas for personal development
- Measure your performance by developing your own metrics

PLANNING YOUR DEVELOPMENT JOURNEY

What could personal metrics look like

- Time management: how do you spend your time? On those activities most likely to yield greatest positive impact?
- Donor/volunteer feedback: quant or qual research
- SMT/Governor feedback: do colleagues value working with you?
- £/gift measurables:
 - Increase highest £ gift levels
 - Recruit more regular donors

THANK YOU

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