

# Who are the New Fundraisers?

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University of  
**Kent**

Centre for  
Philanthropy

# A bit about me

1. I worked as a fundraiser and charity manager for 10 years.
2. I now run the Centre for Philanthropy at the University of Kent
3. My main research interest is major donors.
4. My flagship study is the annual Million Pound Donors Report.
5. My books include: 'Richer Lives: why rich people give' and 'The Logic of Charity'; the next one is 'The New Fundraisers'
6. I've also done research on committed donors, charitable beneficiaries, family philanthropists, corporate philanthropy and giving circles.
7. I teach:
  - Undergraduate modules on Volunteering, Third Sector and Society
  - MA Philanthropic Studies: courses on Advising Donors & The Art & Science of Fundraising
  - Supervise PhDs on e-philanthropy, policy making and philanthropy.
8. My future research plans include studying effective altruism, do-gooder derogation and volunteer fundraisers.

BETH BREEZE

# THE NEW FUNDRAISERS



Who organises charitable giving  
in contemporary society?

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# The Hedgehog Test





# Findings: Who are the Fundraisers?



# Findings: Who are the Fundraisers?

## All Paid Fundraisers

- Predominantly female: 77% female – 23% male
- Younger: Majority (54%) are under 40
- Well-educated: 85% first degree, 23% Masters, 2% PhD

## Million Pound Askers

- Slightly more male: 64% female - 36% male
- Older: 68% are over 40
- Even better educated: 29% Masters degree, 3% PhD

# Findings: Personal Attributes

	Most people can be trusted	You can't be too careful	It depends
Em Askers (N=174)	51% (85)	5% (8)	44% (73)
All other paid fundraisers (N= 1,016)	51% (520)	6% (59)	43% (437)
General population (UK) (N=1,059)	22% (234)	32% (335)	46% (486)



# Findings: Living in a Gift Economy

	I grew up in family where it was normal to help others & ask for help	I borrow things from, & exchange favours with, my neighbours	I always send a thank you message when I receive a gift from loved ones	I enjoy gift giving	I am a blood donor
£m askers	74%	62%	82%	82%	31%
All paid fundraisers	74%	44%	79%	87%	34%
General population	62%	34%	67%	79%	24%



# Findings: Taking initiative in busy social life

	I go out at least once or twice a month	I go out less often than once a month	I usually organise the gathering	I rarely organise the gathering
£m askers	60%	9%	25%	5%
All paid fundraisers	64%	6%	30%	5%
General population	50%	22%	13%	22%



# Findings: Busy, community-oriented hobbies

	£m askers	All Paid Fundraisers	General population
Sing in a choir	11%	11%	1%
Non-competitive sport	54%	58%	32%
Attending night classes	17%	19%	9%
Going to the theatre	61%	52%	29%
Yoga, meditation or other form of relaxation	23%	26%	13%



# Findings: Serious Bookworms

	£m askers	All Paid fundraisers	General population
I am an avid reader	61%	56%	46%
I don't like to read books	1%	2%	8%
I read literary fiction	73%	70%	54%
I read non-literary fiction	60%	71%	68%
I read popular social science	28%	22%	9%



# Findings: Big 5 Personality Traits

Openness	Neuroticism	Agreeable	Conscientious	Extraversion
<ul style="list-style-type: none"><li>• Is original, comes up with new ideas</li><li>• Is curious about many different things</li><li>• Is ingenious, a deep thinker</li><li>• Has an active imagination</li><li>• Values artistic, aesthetic experiences</li><li>• Prefers work that is routine (R)</li><li>• Likes to reflect, play with ideas</li><li>• Has few artistic interests (R)</li><li>• Is sophisticated in art, music or literature</li></ul>	<ul style="list-style-type: none"><li>• Is depressed, blue</li><li>• Is relaxed, handles stress well (R)</li><li>• Can be tense</li><li>• Worries a lot</li><li>• Is emotionally stable, not easily upset (R)</li><li>• Can be moody</li><li>• Remains calm in tense situations (R)</li><li>• Gets nervous easily</li></ul>	<ul style="list-style-type: none"><li>• Tends to find fault with others (R)</li><li>• Is helpful &amp; unselfish</li><li>• Starts quarrels (R)</li><li>• Has a forgiving nature</li><li>• Is generally trusting</li><li>• Can be cold &amp; aloof (R)</li><li>• Is considerate &amp; kind to almost everyone</li><li>• Is sometimes rude to others (R)</li><li>• Likes to co-operate with others</li></ul>	<ul style="list-style-type: none"><li>• Does a thorough job</li><li>• Can be somewhat careless (R)</li><li>• Is a reliable worker</li><li>• Tends to be disorganised (R)</li><li>• Tends to be lazy (R)</li><li>• Perseveres until the task is finished</li><li>• Does things efficiently</li><li>• Makes plans and follows through</li><li>• Is easily distracted (R)</li></ul>	<ul style="list-style-type: none"><li>• Is talkative</li><li>• Is reserved (R)</li><li>• Is full of energy</li><li>• Tends to be quiet (R)</li><li>• Has an assertive personality</li><li>• Is sometimes shy (R)</li><li>• Is outgoing, sociable.</li></ul>

**Raw data:**

**Adjusted:**

Fundraisers score more highly (positive perspective) on all 5 traits. for age, gender, education & being in a professional job:  
Openness & Extraversion remain statistically significantly different

# Findings: Emotional Intelligence

	<b>Appraisal of own emotions</b> - I know why my emotions change - I easily recognise my emotions as I experience them	<b>Appraisal of others' emotions</b> - I can tell how people are feeling by listening to the tone of their voice - By looking at their facial expressions, I recognise the emotions people are experiencing	<b>Regulation of own emotions</b> - I seek out activities that make me happy - I have control over my emotions	<b>Regulation of others' emotions</b> - I arrange events others enjoy - I help other people feel better when they are down	<b>Utilisation of emotions</b> - When I am in a positive mood, I am able to come up with new ideas - I use good moods to help myself keep trying in the face of obstacles
£m askers	4.35	4.44	4.07	4.36	4.37
All fundraisers	4.28	4.37	4.05	4.26	4.35
General population	3.83	3.86	3.71	3.54	3.89

Fundraisers have higher EQ scores in all 5 domains.

All differences are statistically significant, robust to adjusting for age, gender & education

# Fundraising as a form of Emotional Labour

*“One does put an awful lot of one’s own self into a fundraising role in a way that I think you perhaps don’t have to in a more technical role. I put a huge amount of my own self into each donor. The personal investment that fundraisers need to make is very high and underrated.”*

*“I almost cried when a donor announced she was ready to make a big gift. I got very tactile and hugged her. I was worried it might be inappropriate but it seemed to reassure her that I was equally passionate about the cause and not just ‘doing my job’.”*

*“You do have to be ‘on’. You know, you have to be engaged and engaging and that takes effort. And actually if you think of fundraisers, you know, it takes a lot... it can take a lot of you.”*



# Interview data: Attributes and attitudes of successful fundraisers

- Natural relationship builders
- Genuinely like, are interested in, and have empathy for people
- Passionate about their organisation and its cause.
- Authentic in their presentation of self
- Are engaging individuals with whom the donor wants to spend time
- Good conversationalists with a range of experiences and interests
- Urbane, intellectually curious, enthusiastic, positive, optimistic, charming, warm and open.
- Seeks 'fit' between donors and organisation
- Team player, resilient, tenacious
- Emotionally resilient to deal with more 'No's than 'Yes's



# Qualities of unsuccessful fundraisers

- Just a job
- Solicitation is transactional
- Fundraiser is aggressive, 'slick'
- Fundraiser is 'on the clock' to close the gift
- Motivated solely by fundraising target
- Emphasis on the science/techniques of fundraising
- Sells the organisation
- Motivated by who and what they know
- Gets lost in the relationship building
- Spends a lot of time on process
- Defensive, apologetic about soliciting
- Needs a lot of structure, rules
- Takes 'no' personally, cannot bounce back
- Competes with colleagues



# Key characteristic: Adaptability

BUT - there is no one 'ideal type', no 'magic formula' for success.

Successful fundraisers have different personality traits, social characteristics, emotional intelligence, hobbies etc.

What successful fundraisers have is an ability to **adapt and adjust**:

*"I can be whoever the donor needs me to be"*

I *"dial up or dial down"* my personality to compliment that of the donor.

Fundraisers need *"to be a chameleon"*

But authenticity is important, too exhausting to 'act' all day.



# The 3 Fs: A new model to explain fundraising

**Fostering** a philanthropic culture – both within the charity and in wider society.

*“You have to be able to inspire colleagues as well as donors, and persuade them to follow you. Its about conviction and belief. If you can’t do that, you really can’t do the job.”*

**Framing** needs – to establish the legitimacy of the cause and educate potential donors about the existence of credible voluntary solutions.

*“in a situation where a donor asks a really stupid question, and clearly doesn’t know very much about what we do, the fundraiser has to be curious about what’s led them to have that meeting in the first place? I do think that part of our role is inspiring people to be more curious, to find out, to engage more and actually to want that.”*

**Facilitating** donations – provide a trusted and, where possible, enjoyable way for donors to respond to needs.

*“You’re giving people the information and the evidence to enable them to do something that they want to do, you’re not standing over them and saying ‘You must give’!”*

# The New Fundraisers

The '**New Philanthropists**' hit the scene in the early 2000s.

There has been a parallel emergence of '**New Fundraisers**' with the background, skills and aptitudes to raise funds from the new rich?:

Then: Ex-military or ex-marketing, always 'fell into fundraising by accident'

Now: If not a career goal, at least a conscious choice / career move

Then: Male (at least for paid fundraisers)

Now: Predominantly female profession

Then: Amateur, voluntary, minimal/no training

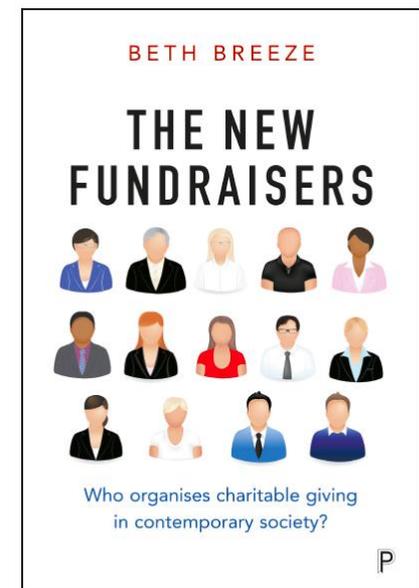
Now: Professionalised, evidence-based, life-long learning

Then: Sufficient to have reach into 'the right set' ('little black book' is key)

Now: Able to make connections with wealthy people from wide variety of backgrounds

# 8 similarities between New Philanthropists and New Fundraisers

1. Changes in demographic profiles
2. Shared passion and conviction
3. Focus on achieving transformational results
4. Commitment to cause over organization
5. Seeking agency and power
6. Possessing contradictory characteristics
7. Lack of public affirmation
8. Finding joy in giving and asking



# The ‘Joy of Asking’

*“You need to enjoy what you do and take pride in the fact that what you are doing is making a change, making things better and when you do get the ‘ask’ right – boy there is no better feeling in the world! “*

*“I love fundraising. The passion I feel about what I do is because I’m giving someone with a lot of money the opportunity to do the best thing they’ve done all year, or all decade – or ever!”*

*“It’s a different way of looking at the world. Fundraisers don’t see it as an ask but as an offer: No one else can offer what we offer.”*

## **The donor perspective:**

*“When fundraising is done by less gifted people, they keep asking for one thing after another and it’s really quite eroding, but when it’s done well and I really feel that I am helping to do something special that I will look back on with pride, that’s a feeling of joy.”*



# The Hedgehog Test





All our reports are available free online at  
[www.kent.ac.uk/sspsr/philanthropy](http://www.kent.ac.uk/sspsr/philanthropy)

Please feel free to contact me at [b.breeze@kent.ac.uk](mailto:b.breeze@kent.ac.uk)