

Fast Fundraising Facts & Other Essentials

SPECIAL EDITION: LEADING WITH PASSION

Leading with Passion in Non-Profit Organizations

Michael Kroth, Ph.D. & Patricia Boverie, Ph.D.

In our presentations around the country we have asked thousands of people if there is a relationship between having passionate employees and productivity. The answer is always a resounding 'yes!' Generally, employees and volunteers who enjoy what they do and find it meaningful are more creative, work harder, and have contagious enthusiasm.

PASSION AND NONPROFIT ORGANIZATIONS

Would you say that having passionate employees and volunteers is important in a non-profit organization? We think the answer is an even more important 'Yes!' Non-profit organizations – where volunteers can come and go as they please, and staff members can often find more highly paid positions in other organizations – depend upon the emotional glue that having a love for what you are doing and making a difference embody.

PASSION AND LEADERSHIP

How important is leadership in creating the conditions for passionate work? Researchers in emotional intelligence say that 50-70 percent of how employees perceive their organization's climate can be traced to the actions of one person: the leader. Although every person in the organization influences how enjoyable the workplace is – leaders by far have the most impact.

OUR RESEARCH

Our book, *Transforming Work: The Five Keys to Achieving Trust, Commitment, and Passion in the Workplace* is about the indispensable necessity of passion for individual and organizational success, and describes our research into passionate work. In it, we describe what we've found are key to creating what we call "Occupational Intimacy™" (OI). OI includes three characteristics required to create and sustain a passionate work environment. We also describe how to achieve OI via a process we call the "Passion Transformation Model.™"

In 1999 we began looking into what individuals and organizations could do to create passionate work environments – places where people love their work.

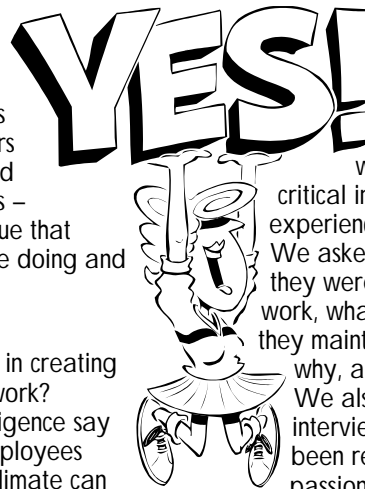
We started our search unorthodoxically – we went first to the literature on love and relationships. The development of our model began with a search for what makes people love each other and then to lose and regain that love. We asked ourselves what we could apply from what we learned about passionate relationships to work. The answer was – a lot. We then asked, What makes a passionate employee? Why do passionate employees lose their passion?

This led to our thinking of the role of intimacy and work. If intimacy fuels passion then how can we become 'intimate,' or close to our work? What is our relationship with our work?

We then asked over 300 working adults to share critical incidents regarding their experiences with passion and work. We asked them to tell us about a time they were passionate about their work, what created that passion, how they maintained it and if they lost it, why, and how they got it back. We also conducted in-depth interviews with people who had been recommended as being very passionate about their work. What we found resulted in our concepts of Occupational Intimacy and the Passion Transformation Model.

LEADING WITH PASSION has two meanings. First, it suggests that every one of us can lead off with passion – we can put it at the top of our lives and our work. Second, it means that we can lead our organizations with passion – creating passionate work environments by transferring our own enthusiasm for the organization to all others who come into contact with it. One of our students, Kitty Leslie, told us that "I define true passion as having such a strong and consistent presence in your life that all those close to you suspect it, even if you've never voiced it in great detail."

Turn the page to learn more...



ARE YOU LEADING WITH PASSION?

Warren Bennis, one of the world's foremost experts on leadership, says that "I have never met a great leader without passion. Many leaders are rather soft-spoken, but when they talk they are passionate." Would those in your organization describe you as passionate about your work? Would they call you a passionate volunteer?

PASSION PITFALLS

When we work with organizational leaders we assess what it is that is holding them back from creating an environment where employees and volunteers just can't wait to get to work.

We've found four common 'pitfalls' that suck the passion out of people.

- **Boring/Meaningless Work**
- **Over Control (being Micromanaged)**
- **Feeling Inadequate**
- **Dishonesty, Distrust, and Manipulation**

Although there are other factors, these four are identified time and again by people who have at one point lost their passion. The question to ask yourself, as a leader, is what you are doing to create Passion Pitfalls for your volunteers and staff.

OCCUPATIONAL INTIMACY™

On the other hand, organizations with high Occupational Intimacy – places where people love what they are doing in an environment that loves them back – create meaning, enjoyment, and nurturance.

What is *meaningful* for one person is different than what is meaningful for another person. The art of leadership is knowing the difference. One person might be challenged by high standards or goals, another by making a difference in several people's lives, and still another by competition. One CEO we talked to said that her job was to make meaning for her employees. Often, the easiest part is to help a volunteer in a non-profit organization feel that the work she or he is doing makes a difference.

But meaning without joy is simply duty. Organizations high in OI also make work fun. They make volunteering fun. The least expensive way to do that is to find ways to laugh. Others include making the physical environment attractive, celebrating together, or creatively trying new ways of completing the work. Having fun starts with you. What can you do to make the work your volunteers and staff are doing more *enjoyable*?

Nurturance doesn't just mean emotional support – though that's an important part of it. It also means – just like one helps a seed become a flower through watering, weeding, and fertilizing – helping people grow, develop skills, and try new projects or jobs. It includes giving recognition and appreciation, and in successful organizations means developing strong, close interpersonal relationships. The question is, how can you help your employees blossom? How can you help your volunteers grow and develop? Nurturance is one of the main reasons people volunteering for non-profit work, and so many times we miss great opportunities to help them do just that.

THE POWER LIES WITHIN YOU!

What does it mean to lead with passion? It means creating the kind of organization where employees, volunteers, and all of your stakeholders can literally feel the passion. And much of the power to create this environment for others lies within you.

ABOUT PATRICIA BOVERIE, PH.D. & MICHAEL KROTH, PH.D.

Patricia and Michael specialize in processes that cultivate passionate work for both individuals and organizations. Ranging from developmental workshops to organizational assessments to personal coaching to keynote presentations, our work with individuals and organizations of all sizes is focused on creating passionate work environments, where people

With over 40 cumulative years of experience in organizational development, consulting, training, teaching, communication and human resources, Patricia and Michael bring a deep reservoir of experience to individual and organizational change. Their book, *Transforming Work: The Five Keys to Achieving and Sustaining Trust, Commitment, and Passion in the Workplace*, is about the indispensable necessity of passion for personal and organizational success in the workplace.

Patricia is an Associate Professor and Program Coordinator of Organizational Learning and Instructional Technology at the University of New Mexico. A featured speaker in many national and international forums on organizational learning, she has written and consulted extensively in the field.

Michael has developed and administered corporate-level leadership development and succession planning programs, been the administrator of a corporate foundation, and an adjunct professor at the University of New Mexico.

Patricia and Michael speak to groups around the country on passionate work. Their workshops for individuals focus on creating passion for work; their workshops for organizational leaders focus on creating passionate work environments and passionate leadership. Organizations that provide challenging, rewarding, learning environments are more likely to attract and retain valuable talent. **bk&a** provides a range of diagnostic and consulting services designed to help organizations and individuals achieve and sustain productive, meaningful work.

Contact us at: Boverie, Kroth & Associates, 505-450-4248 (cell) or 505-296-6636. michaelkroth@leadingwithpassion.com Visit our web site at: www.LeadingsWithPassion.com to learn more about how we can help your organization find its passion.

A NOTE FROM Jean Block Consulting, Inc.

A clear understanding of this notion passion is critical to the success of your organization. In the best possible world, passion flows from the volunteer leadership as well as the paid staff. It makes no difference if your organization is large, medium or small...all volunteer or an organization with paid staff.

Without an underlying passion for the work of the organization, you simply are not serving your mission to your utmost potential!

I urge you to take advantage of the survey these writers have designed so that we can be a part of creating a tool to find and renew the passion! You can take the survey at: www.LeadingsWithPassion.com/survey.htm. Do it today!

Internet Resources

Want to take advantage of your list of email addresses for donors, volunteers and others connected with your organization? Visit www.nonevents.com to see how you can involve these folks in a virtual nonevent which can raise money to meet your program and service needs.



Here's a great resource to manage your ticket sales and registration online at great savings of time and effort.

Visit www.eventsNmore.com and visit with Barbara Everett at beverett@ewebiz.net to see how she can help you .

And here is a list of places you should visit often. The Foundation Center is at www.foundationcenter.org. Guidestar lists financial information for 800,000 nonprofits (including yours) at www.guidestar.org. www.idealists.org is an amazing nonprofit resource. The Center for Philanthropy and Nonprofit Leadership is www.nonprofitbasics.org. At www.networkforgood.org, people can find volunteer opportunities and donate online...use this site to add a free Donate button to your web site. For a huge site covering all aspects of volunteering, visit www.serviceleader.org. Go to www.techsoup.org to find a valuable resource for all aspects of nonprofit technology.

THERE! That should keep you busy for awhile!

TWO GREAT BOOKS AVAILABLE NOW:

THE ABCs OF BUILDING BETTER BOARDS and FAST FUNDRAISING FACTS FOR FAME & FORTUNE

Now you can add two great books to your agency library. **The ABCs of Building Better Boards** is just what you need to improve your Board's potential. It includes ideas for recruitment, retention and recognition and has some great forms for you to copy and use.

The Association of Fundraising Professionals says of this book: *"Here is a book that every senior fundraiser responsible for board recruitment and development should read once and then review annually...takes up where books full of theory fall short...give it a chance and you will discover a gem to be treasured."*

Learn how to deal with unproductive Board members and how to better define the roles of staff and Board. There is a chapter on financial and fiduciary facts, one on simple parliamentary procedure and much, much more.

It's only \$24.95 plus shipping and handling. Take advantage of a volume discount of up to 20% and give this book to all new Board members as part of their orientation.

Fast Fundraising Facts for Fame & Fortune is full of ideas to improve your fundraising, including how to ask effectively, special events essentials and new ideas for fundraising.

Help volunteers get over the fear of asking for money and in-kind resources for your organization. Learn how marketing principles will make fundraising easier.

Learn about **Jean's Ten Rules for Fundraising Success** and apply them to your organization immediately. This book puts the **FUN** into **FUND**raising and gives good examples and ideas that really work, rather than using hard to follow formulas and theories.

At only \$19.95 plus shipping and handling, it's a Must Have for your fundraising committee members!

Email me at Jean@jblockinc.com to discuss volume discounts for staff or volunteers.
Buy both books for \$39.95 plus shipping and save.

Use the secure shopping cart on this web site to order your copies today!

HOW CAN I HELP YOU? TAKE THIS QUICKIE QUIZ

- | | | |
|---|------------------------------|-----------------------------|
| Is your Board of Directors functioning at its highest level? | <input type="checkbox"/> YES | <input type="checkbox"/> NO |
| How successful is your current fundraising? | <input type="checkbox"/> YES | <input type="checkbox"/> NO |
| Do volunteers need help asking for money and in-kind resources? | <input type="checkbox"/> YES | <input type="checkbox"/> NO |
| Does your organization have a dynamic strategic plan? | <input type="checkbox"/> YES | <input type="checkbox"/> NO |
| Are you having fun? | <input type="checkbox"/> YES | <input type="checkbox"/> NO |

Please give me a call if you want to turn any NO into a YES. I can help with:

- turning your Board into a dynamic group of volunteers,
- facilitating a strategic planning session,
- analyzing your current fundraising and suggesting some new ideas, and
- training volunteers and staff in becoming more effective fundraisers.

Here is what people have said about my training and facilitation:

"Jean Block is a powerhouse in the Non-Profit world. You don't move about these circles long before her name is prominent in the conversation. Her commitment to training, fundraising, motivating, and cultivation is unsurpassed. To say she is an influence is to miss the point. She gives new meaning to the word enthusiasm! You don't know Jean, you experience her! She is a force unlike any other I have every met."

Randy Gleason
UNM Children's Hospital

"I attended the Corporate Sponsorship Workshop - WOW! You were amazing! What an OPPORTUNITY for me! Your presentation style was EXCELLENT. By far the best workshop I've been to in a long time (content and style both!)."

Vicki Kopplin
Epilepsy Foundation of Minnesota

"I attended your workshop in St. Louis and left there feeling so uplifted by your motivation. Your training - to make us all savvy marketers - has paid off. Even in this economy, our underwriting is up and our auction donations have blown away everyone in town! We simply feel empowered to ask anyone and everyone AND to tell them WHY we are their market. It's working! Thank you!"

Kirsten Wagmeister
Junior League of Evansville

"Thank you for the awesome training sessions...As someone (who) would normally walk over hot coals before asking for \$, I was amazed by your session. I actually feel fired up at fundraising. I went right home and called two friends with ideas for their non-profits. I hope to give a presentation to my Board encouraging them to have you train us."

Heather Harden, Finance Council Director
Junior League of Champaign-Urbana

"I just have to tell you that you made such an incredible impact when you spoke to our Board. I can't begin to tell you how many times your words of wisdom have been brought up at our Executive, Board and Committee meetings. In fact, just today, in two different conversations I was having, your ideas were quoted by others. Thank you for inspiring us to think in a new direction."

Kim Erdel
Junior League of Springfield, Missouri

"Jean conducted an extremely well organized and productive [Board] retreat, one that I can say with confidence that our members count as the finest ever conducted for us. Jean's follow-up report was in-depth and meaty, and both Board and staff have referred to it time and again. The knowledge of boardmanship the members took with them has made a remarkable difference in their levels of commitment and support."

Eileen Cook, Executive Director
Casa Esperanza