



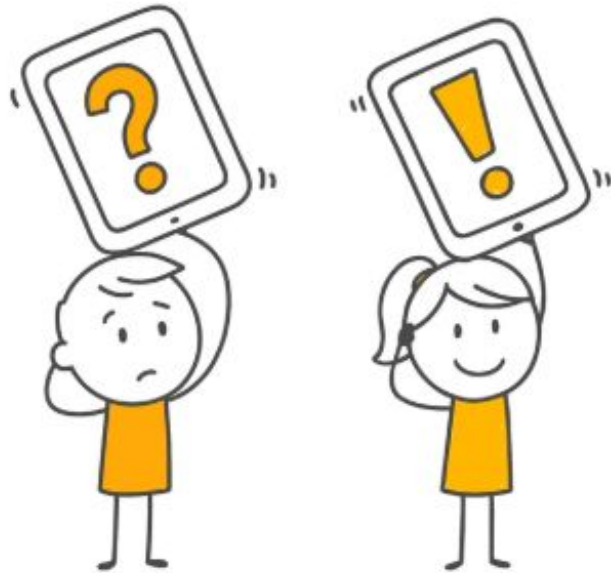
## Creating a Culture of Growth in Fundraising

# 1. Communication



- **Simple, transparent hierarchy.** Clarity of accountability helps reduce confusion and conflict.
- **Transparent and regular updates** especially during change or uncertainty.
- **Share updates on financial targets that are annual and longer term goals.** Include other metrics that can be monitored along the way.
- **Listen as much as you speak** create feedback loops and open spaces for conversation. Staff need to feel heard.
- **Shared language and goals.** Remove silos and educate the wider organisation about fundraising. Aligned messaging across departments boosts morale and retention and makes fundraisers feel valued.

## 2. Honesty and Openness



- **The currency of trust in leadership and culture**
- **Be real about challenges** acknowledge pressures and workload.
- **Use data honestly** share results (good and bad) so the team learns and grows.
- **Transparency during times of uncertainty** people can handle bad news better than no news.

### 3. Create a Learning Culture



- **Continuous learning** short workshops, mentoring, share relevant reading materials, job shadowing opportunities.
- **Personalised development plans.** One size doesn't fit all.
- **Recognition and reward** intrinsic motivators matter just as much as financial incentives.
- **Investing and celebrate curiosity** encourage innovation and experimentation.

## 4. When it Goes Right



- **High retention delivers strong results** teams that stay together perform better and adapt to meet challenges.
- **Increased commitment & creativity** fundraisers feel ownership of mission.
- **Resilience through change** – staff trust leadership even during times of uncertainty.
- **Reputation boost** good culture attracts talent and builds confidence in donors.

## 5. When change is unavoidable



- **Ensure you have the support of Human Resources.** Legal implications outside of usual remit
- Start with **people** not just budgets.
- **Communicate early and clearly** as silence breeds fear.
- **Provide support and retraining** show long-term commitment to people that will serve them beyond their time with you.
- **Model empathy.** Be available, leaders who listen mitigate uncertainty. Do not avoid people.
- **Rebuild trust after change.** Involve remaining staff in process as much as possible.

## 6. Leadership – you set the tone.



- **Say Thank You! Observe and take the time to call out achievements and effort.**
- **Admit not having all the answers** encourage shared problem solving.
- **Show humanity** being approachable and authentic builds trust.
- **Balance confidence with empathy** strong leaders can be humble.
- **Link vulnerability to culture.** Open and honest leadership reduces fear and strengthens retention.

# The Takeaways



**Clarity of purpose.** Fundraisers need to see the link between their role, the mission, and outcomes. People stay when they feel emotionally invested in the cause and their team.

**Strong, supportive culture.** Leadership and culture drive retention just as much as pay or benefits.

**Investment in people.** Staff development doesn't have to be expensive make the most of what you already have.

**Positive day to day experience.** Fundraising as a long term process, not a series of transactions to a year end financial destination.

**Set financial targets that are 3 to 5 year goals** and include other metrics that can be monitored along the way.

When fundraisers feel valued, heard and developed. They don't just stay, they thrive.

Mark Phillips.