



The FOR IMPACT Point-of-View

By Tom Suddes & Nick Fellers

v3.0 - 02/06/06

An Open Letter

Dear FOR IMPACT LEADERS, MAVERICKS and SOCIAL ENTREPRENEURS,

We are on a mission. A life's mission. A quest to literally CHANGETHE WORLD... through EACH ONE OFYOU!

"Let us, therefore, decide both upon the GOAL and upon the WAY, and not fail to find some experienced GUIDE who has EXPLORED the REGION towards which we are ADVANCING; for the conditions of this JOURNEY are different from those of most travel."

—Seneca

There's a wonderful quote from Leo Buscaglia, passed along by my friend Bob Logan of the American Cancer Society:

"People call me brilliant. Brilliance is putting into words what you already KNOW."

You already 'KNOW' most of what you're going to read, see and hear. But, as some 3rd century motivational speaker said:

"To KNOW and not to DO... is not to KNOW."

Jim Mahoney, a great friend and 'brilliant' social entrepreneur, gave us the book *AS THE FUTURE CATCHES YOU*.

In it, Juan Enriquez says:

"One way to get where you want to be is to find a good MAP and a smart GUIDE."

As you look to CHANGE the way you THINK, OPERATE and FUND, we would love to be your CARTOGRAPHER, MAP MAKER, COACH and GUIDE by providing you with maps and blueprints (and perhaps even a little 'direction').

This FOR IMPACT point-of-view is...

- NOT some **academic treatise on eleemosynary activities...**
- NOT a **doctoral dissertation on philanthropy...**
- NOT a lot of **pretty prose** and...
- NOT always **'politically correct'**

(at least according to some long-held beliefs around 'Not-for-Profit' and 'Fundraising').

Everything we do at **ForImpact** has been 'FIELDTESTED' in front of live audiences, in training programs, directly with coaching clients and with real PROSPECTS/INVESTORS.

"I get up every morning determined to both CHANGE the WORLD... and to have one heck of a GOOD TIME. Sometimes, this makes planning the day difficult."

—E. B. White

We're assuming if you're trying to 'CHANGETHEWORLD,' you're kind of busy. So we've tried to SIMPLIFY and ORGANIZE these thoughts in a way that will help you immediately.

Tom Peters (Tom Suddes's virtual mentor) shares this quote from Adlai Stevenson:

"In classical times, when Cicero had finished speaking, the people said, 'How well he spoke.' But, when Demosthenes had finished speaking, they said, 'LET US MARCH.'"

Demosthenes himself said:

"All speech is vain and empty unless accompanied by ACTION."

Peter Drucker, the legendary management guru who passed away in December 2005, told his audience:

"Don't tell me how much you ENJOYED this; tell me what you will DO differently on MONDAY."

Our **MISSION**, what provides us **MEANING**, the purpose of the **MOVEMENT**, and the goal of this **MESSAGE** is to: **MOTIVATE you... to MARCH... on MONDAY!!!**

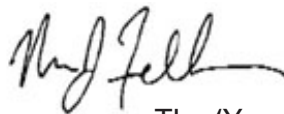
(Yes, it's a six 'M' alliteration, a mnemonic trick, but that shouldn't lessen the IMPACT.)

As your **GUIDES** on this **JOURNEY**, we hope you can use this **STUFF 'NEXT MONDAY'** (if not immediately), to help you **CAST, STAFF** and **FUND YOUR VISION**.

As we share these ideas, we only ask one thing: **KEEP an OPEN MIND!** Remember the story of the Zen master filling the teacup to overflow. You must empty your mind to accept new thoughts! Pretend you are a **TABULA RASA** (Blank Slate), as you read, relate and assimilate this somewhat radical, contrarian point-of-view.



The 'Old Guy'



The 'Young Guy'

To Grab Your Attention

Victor Frankl wrote what has been universally praised as one of the top 10 BEST BOOKS ever written. *MAN'S SEARCH FOR MEANING* (set in a World War II Death Camp), can be summarized as follows:

“When all the familiar goals in life are snatched away... what alone remains is the last of human freedoms the ability to choose one’s ATTITUDE in a given set of circumstances.”

—Victor Frankl

To help with your ATTITUDE... to BEGIN this POINT-OF-VIEW... and to GRAB YOUR ATTENTION:

NO MORE...

Not For Profit

Charity

Tax Exempt

Asking for Money

Fund Raising

Donors

Mission Statements

Special Events

Transactions

Volunteer Solicitations

Trading Dollars

Cultivation

Cash to Endowment

Sustainability

Silos

On the Board

Appointments

Begging

Traditional Campaigns

Feasibility Studies

Strategic Plans

Silent Phases

Public Phases

Campaign Committees

*Much more on this in the *Change Manifesto & Take a Quantum Leap* (Campaign Manifesto)

To Get You Started...

*“EVERY ORGANIZATION has to prepare for the
ABANDONMENT of almost EVERYTHING it does.”*

—Peter Drucker
(1910-2005)

*“EVERY ORGANIZATION is **PERFECTLY DESIGNED**
to get the **RESULTS** they are getting.”*

—Tim Kight

*“**RE-IMAGINE** (Everything).”*

—Tom Peters

3 Powerful Insights

To help you **'ABANDON'**... **'RE-DESIGN'**... **'RE-IMAGINE'**... your **ORGANIZATION**, here is the For Impact **Point-of-View** summarized in 3 powerful **INSIGHTS** and presented on a **NAPKIN**... for purposes of **SIMPLICITY, CLARITY** and **ACTION!**

Insight No. 1 **Be FOR IMPACT**

STOP Defining Yourself
In The **NEGATIVE!**

Be...
what you are FOR...
IMPACT!

*"No one wakes up in the morning and shouts:
'YEEHAW!!! We don't get to make any money today!!!'"*
—Tom Suddes



You can learn all you need to know about the FOR IMPACT **POINT-OF-VIEW** in under 30 seconds.
The entire MESSAGE... MANIFESTO... MOVEMENT... can be summarized by this: **FOR IMPACT**

FOR IMPACT represents everything WE stand FOR... and what we hope YOU stand FOR... **IMPACT**

Insight No. 1: Be FOR IMPACT

The Implication

This is not about 'SEMANTIC GYMNASTICS.' It is about **ATTITUDE**.
It's about your **MISSION**. Your **MEANING**. Your **MESSAGE**. Your **VISION**.

~~Charity~~

~~Tax Exempt~~

~~501(c)3~~

~~NGO~~

The **IMPLICATION** of this first **INSIGHT** should be clear:

1. **STOP 'BEGGING FOR MONEY.'**
2. **YOU'RE NOT A 'CHARITY.'**
3. People **DON'T GIVE** because you're a...
Charity, Tax Exempt, 501(c)3, Non-Governmental Organization

Too Simple? WE THINK NOT!

We have watched the 'eyes' and the 'body language' of thousands of staff and volunteer leaders as they made the leap from being a 'NOT-FOR-PROFIT' to seeing themselves as a FOR IMPACT ORGANIZATION.

It literally changes the game. Try it. You'll like it.

Remember: 'Survival pitches' only work for tsunamis and hurricanes.

Insight No. 1: Be FOR IMPACT

The Third Sector

STARTLING STATISTICS

\$800 BILLION... GOODS & SERVICES Purchased Annually

\$300 BILLION... 'DONATED' by 50 Million People in the US

\$45+ BILLION... SPENT to raise the \$300 Billion (15%)

\$100 BILLION... OPPORTUNITY for Greater IMPACT (McKinsey)

\$25 BILLION... 'Wasted' on FUNDRAISING COSTS (McKinsey)

\$100+ TRILLION... TRANSFER of WEALTH in the Next 30 Years

Clearly, this is **NOT** about
'SOCIAL SERVICES,' 'CHARITIES' or 'BEGGING WITH TIN CUPS'!!!

This is **BIG BUSINESS. BIG BUDGETS. BIG OPPORTUNITIES.**

These **STARTLING STATISTICS** also reinforce our constant **REMINDER (MOTIVATION):**

There is plenty of money out there for
COMPELLING CAUSES and **CLEAR CASES!**

Insight No. 2: **IMPACT DRIVES INCOME**

(Not the other way around)

After 30 YEARS...
300 Campaigns...
raising \$1 BILLION...
we had this epiphany:

The size and scope of
your **IMPACT** determines
the size and scope
of your **INCOME!**

Is this really that big of a deal? **YES!**
Can it be this simple? **YES!**
Does this mean we're doing almost everything wrong? (Perhaps)

With all due respect (and admiration), none of you
(reading this) have **INCOME** that **MATCHES** your **IMPACT**.



"NO MONEY. NO MISSION."

—Stephen Covey

"NO MISSION. NO MONEY."

—The Suddes Corollary

Insight No. 2: IMPACT DRIVES INCOME

The **IMPACT** ↔ **INCOME** Relationship

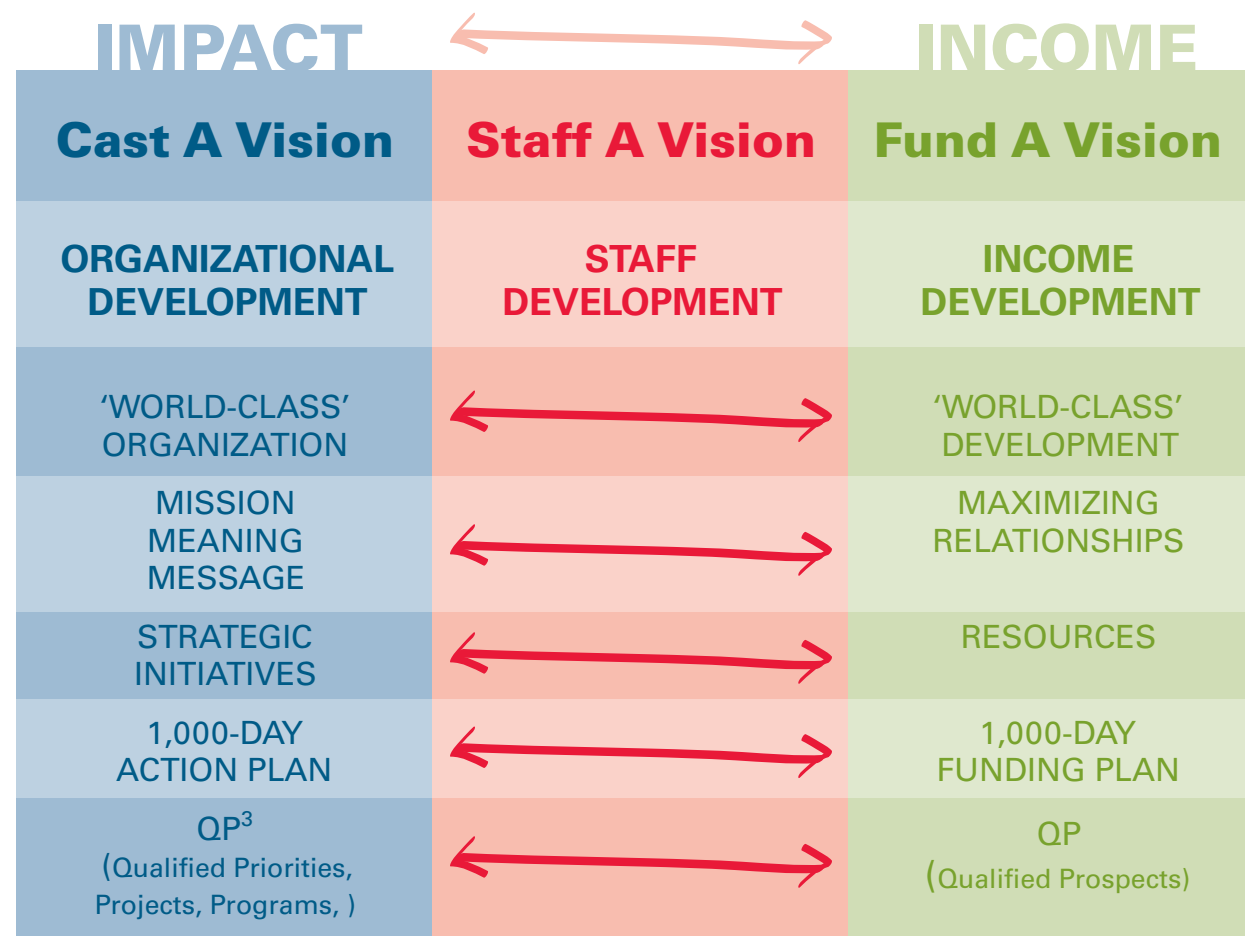
*“The **IMPACT** ↔ **INCOME** relationship completely **CHANGES** the way we go about fundraising. In fact, it **CHANGES** the way we go about our **BUSINESS**.”*

– 97% of All ForImpact Training Participants

Here are some other ways to think about this RELATIONSHIP:

This ‘RELATIONSHIP’ between **IMPACT** ↔ **INCOME** can be a POWERFUL, TRANSFORMATIVE **INSIGHT** that **CHANGES** just about EVERYTHING.

P.S. This **INSIGHT** should help tremendously when it comes to **packaging** and **presenting** your **projects, programs** and **priorities**.



Insight No. 2: IMPACT DRIVES INCOME

The **IMPACT** ↔ **INCOME** Implications

If you are truly driven by your **IMPACT** it will affect everything that you do:

- How you DELIVER your SERVICES.
- How you SELL your VISION.
- How you LEVERAGE your ASSETS.
- How you... **(INSERT WHATEVER)**

If you are only driven by your **INCOME** then you spend your time:

- Begging for money
- Fundraising
- Surviving
- Soliciting

As my friend, Patty B., says:
"This word alone should be stricken from our vocabulary!"

If you truly get this **INSIGHT**, the implications range from, "OH, WOW!" to "OH, NO!"

"OH, WOW!"

- It's ALL about:
- Our **VISION**
- Our **MEANING**
- Our **PURPOSE**
- Our **MESSAGE**

Start '**COLLABORATING**' with **ALL STAKEHOLDERS** to **FUND** the **VISION**.

"OH, NO!"

- It's NOT about:
- 'Another' Fundraising Campaign
- Money for Buildings
- Current Pledges
- The 'Competition'

Stop '**COMMANDING**' the 'Development Staff' to 'Go Raise Money.'

For Right Brainers...

"Nonprofits must stop chasing money and start focusing on the true work at hand."

—Robert Egger
Begging for Change

For Left Brainers...

"Management must look beyond measures of ACTIVITY (dollars raised, constituents served) and of EFFICIENCY (cost per dollar raised or constituent served) and stress, instead, measures of IMPACT (how many children have been taught to read, how many people have become economically self-sufficient), which better reflect the organization's MISSION."

—The McKinsey Quarterly
Measuring What Matters in Nonprofits

If you '**GET IT**'... then '**LIVE IT.**'

Insight No. 2: IMPACT DRIVES INCOME A Little Bit More

Don't let your **INCOME** determine your **IMPACT**. That is totally backwards.

IF you want to 'raise a lot of **MONEY**'...



THEN you should understand and be able to communicate the '**WHO**,' '**WHAT**,' '**WHY**,' and '**HOW**' of your organization.

And, of course, WHERE the money goes!

Put another way, you can generate significant, exponential increases in your **INCOME**

IF your **MISSION, MEANING, MESSAGE**; your **PURPOSE, VISION, IMPACT** is

CLEAR, CONCISE, COMPELLING

and delivered in a **CONSISTENT** fashion.

Action:

If you're a **FOR IMPACT** organization (or a 'Not-For-Profit' trying to become one), you need to 'COPY' this insight/napkin, POST it everywhere, and HAND it to everyone connected to your organization.

Maybe even DRAW this out yourself on a napkin, a piece of paper or a flip chart with 'MAGIC MARKERS'... in COLOR.

Or, get really crazy, and make a 3' x 10' sign in your office, conference room, lobby, wherever.

Then use it with your **Staff**, your **Board**, your **Prospects**.

Even

"A PICTURE IS WORTH A THOUSAND WORDS."

In this case, a 'PICTURE' with two really big 'WORDS' and some 'ARROWS' should be more than enough to help people 'GET IT.'

You'll be amazed at the responses!

Insight No. 3: Just Ask!!!

You're in **SALES**.
(Get over it.)

This 'NAPKIN' TRUMPS everything!
It's the ANSWER to EVERYTHING.
It's the last GUIDING PRINCIPLE (#9).
and most important
It will be a stand alone BOOK.

It could soon become
A MAJOR motion picture.

We cannot emphasize the power of this ACTION STATEMENT enough.
It literally encompasses the entire SOLUTION to FUNDING YOUR VISION.

GO. NOW. Just ASK!!!

JUST ASK... FOR HELP
JUST ASK... FOR INVOLVEMENT
JUST ASK... FOR ENGAGEMENT
JUST ASK... FOR COMMITMENT
JUST ASK... FOR FEEDBACK

ASK... and you shall receive.
SEEK... and you will find.
KNOCK... and it will be opened.
—Proverbs

RAK B'VANKAYSH (**ONLY ASK**)
—Hebrew

*Just don't ask for money!

**Instead, PRESENT THE OPPORTUNITY... to FUND THE VISION.



Insight No. 3: Just Ask

97/3

"Hope is not a strategy."

—Rick Page

We've been doing this For Impact/Not-For-Profit SALES thing for a loooooong while. We have seen soooooo many organizations spend years (literally) talking about major gifts... complaining about the workload of special events... researching their 'prospect's' second cousin's dog's name... making excuses about why they can't go meet with someone (because they don't have a 'relationship')...

And then there's 'CAMPAIGNS.' We've watched way too many great organizations take those same many years planning their campaigns... a year or more doing 'feasibility studies' and 'case statements'... months and months planning their kickoffs... their campaign events... enlisting campaign committees... arguing about 'protecting' the Annual Fund, who gets credit for what, what counts toward the campaign... ad nauseam.

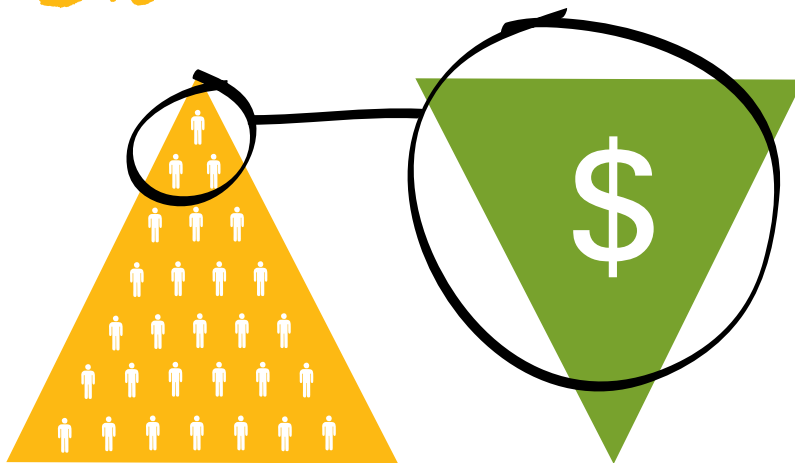
All of these organizations would have already reached their goals (annual or campaign) if they had gone out to **Just Ask!!!** the...

3% of their 'FAMILY' (Constituents) who will invest

97%

of the needed FUNDING.

(for the Vision)



For Impact

9 Guiding Principles

△ Change the way you **THINK**

1. CHANGE YOUR VOCABULARY

2. THINK BIG

3. BUILD SIMPLE

△ Change the way you **OPERATE**

4. ACT NOW

5. DISCOVER TALENT N' TEAMS

6. FOCUS ON RELATIONSHIPS

△ Change the way you **FUND**

7. DO THE MATH

8. COMMIT TO SALES

9. JUST ASK

For Impact The 3 BIG Δ Challenges

Δ Change the way you **THINK**

Δ Change the way you **OPERATE**

Δ Change the way you **FUND**

Remember DRUCKER'S: "**EVERY ORGANIZATION... ABANDON... EVERYTHING...**"?

How about BIG AL (Einstein's): "INSANITY is doing the same thing OVER and OVER and expecting different RESULTS"?

And my good buddy Tim Kight's: "**PERFECTLY DESIGNED...**"?

SIMPLY put, if you want to CHANGE THE WORLD, CHANGE YOUR ORGANIZATION, or CHANGE YOUR RESULTS...

you are probably going to have to CHANGE the way you... **THINK... OPERATE... FUND...**

These 3 CHALLENGES should IMPACT:

1. YOUR ORGANIZATION!

(Your Board. Your Leadership.)

2. YOUR TEAM!

(**'Impact'** Team. **'Operations'** Team. **'Income'** Team.)

3. YOURSELF!

(Your Life. Pushing the Envelope. Living on the Edge, etc.)

"Even Eagles Need a Push."

—David McNally

"Come to the edge," he said. They said, "We are afraid." "Come to the edge," he said. They came. He pushed them. And they flew.

—Apollonius

For Impact

9 Guiding Principles

△ Change the way you **THINK**

#1: CHANGE YOUR VOCABULARY

Immediately stop using non-profit, fundraising jargon! Start using Sales terms. Business terms. Common sense terms.

*This is the best way to CONNECT with your Board, key volunteers and potential investors!

#2: THINK BIG

Then, think (even) BIGGER. People will Fund Your Vision. They will also send (small) checks for your 'survival'! Your call.

#3: BUILD SIMPLE

"SIMPLIFY. SIMPLIFY. ALWAYS, SIMPLIFY." Thoreau's words have never been more meaningful! Make SIMPLICITY a way of life at your For Impact Organization! Keep it SIMPLE! SIMPLE equals FAST. POWERFUL. MEMORABLE.

Change the way you **THINK**

"We ARE what we THINK about."

—Earl Nightingale
The Strangest Secret

What if, **ALL** you **THINK** about is:

Your **VISION?**

Your **IMPACT?**

Your **RAISON D'ÊTRE?**

Your **MISSION?**

Your **MESSAGE?**

Your **MEANING?**

Your **PURPOSE?**

Your **PRIORITIES?**

Your **PRODUCTIVITY?**

What if **ALL** you **THINK** about is:

Your **SURVIVAL?**

WOE IS US?

CUTS IN STAFFING?

CAN'T MAKE PAYROLL?

NO ONE WILL PAY FOR SALARIES?

A 5% BUDGET INCREASE?

Again, it's your call...

For Impact

9 Guiding Principles

△ Change the way you **OPERATE**

#4: ACT NOW

Every great motivator, coach and guru agrees: SUCCESS is a direct result of ACTION!
Take MASSIVE ACTION. JUST DO IT. JUST ACT. NOW.

#5: DISCOVER TALENT N' TEAMS TNT!!!

Find the absolute best TALENT you can, and then commit to operating as a true TEAM!

"Get the RIGHT PEOPLE on the BUS.

Get the WRONG PEOPLE off the BUS.

Get the RIGHT PEOPLE in the RIGHT SEATS."

- Jim Collins

#6: FOCUS ON RELATIONSHIPS

Your operational goal is to BUILD and MAXIMIZE RELATIONSHIPS... at every given moment.
Remember: You cannot 'MANAGE' a RELATIONSHIP you don't have!

For Impact

9 Guiding Principles

△ Change the way you **FUND**

#7: DO THE MATH

Do the BLUE MATH (IMPACT) around your Cause and your Case. Do your RED MATH (OPERATIONS) around the WHO and the HOW you're going to DELIVER on the Vision. And do the GREEN MATH (INCOME) to figure out WHAT has to happen to make the 'NUMBERS' work! DO THE MATH... and then ACT ON IT.

#8: COMMITTO SALES

You're in SALES. Get OVER IT. You need a SALES MENTALITY. A SALES CULTURE. A SALES PROCESS. And, perhaps most importantly, a SALES ATTITUDE.

#9: JUST ASK

If you're with us this far, this GUIDING PRINCIPLE should require absolutely NO EXPLANATION.

Just ASK!!! Just ASK!!! Just ASK!!!

Change your Vocabulary

What if we could **CHANGE** the way we **TALK**, and it changed the way we **THINK** and **ACT**? Jim Collins and Tom Peters are the Yin and Yang of business Authors/Thinkers. They both agree, however, on the importance of this vocabulary 'THING.' Peters, in his usual inimitable style, simply says:

"WORDS are important."

Collins in his **SOCIAL SECTOR MONOGRAPH** has the same message:

"We need a new LANGUAGE..."

Changing your **VOCABULARY**, your **WORDS** and even your **LANGUAGE...** will change your **THINKING**, our **ACTIONS**, and your **RESULTS**.

Old Words New Words

| | |
|------------------------|-------------------------|
| Not-for-profit..... | For Impact |
| Charity..... | Cause |
| Mission Statement..... | Message |
| Survival..... | Vision |
| Inform..... | Involve |
| On the Board..... | On Board |
| Competition..... | Collaboration |
| Donor (Donation)..... | Investor (Investment) |
| Warm Fuzzies..... | Return on Investment |
| Appointments..... | Visits |
| Transactions..... | Relationships |
| Ask for Money..... | Present the Opportunity |

More Old Words More New Words

| | |
|----------------------|---------------------------|
| Fundraising..... | Sales |
| Tax Deductible..... | Success to Significance |
| Manage..... | Build & Maximize |
| Fundraiser..... | Opportunity Presenter |
| Beggar..... | Matchmaker |
| Peer-to-Peer..... | Professional Presentation |
| Solicitation..... | Any Other Word!!! |
| Trading Dollars..... | Want to Help |
| Cold Calls..... | Predisposition |
| Face-to-Face..... | Shoulder-to-Shoulder |
| Solo Selling..... | Team Selling |
| Debate..... | Dialogue |

ForImpact

**Our Vision: Change the world...
through every For Impact Leader we touch.**

Call to Action

①. Join the Movement

Become a member of the For Impact COMMUNITY! Sign up at www.forimpact.org.

Membership is FREE with motivational nuggets on Sales, Champions, Development, Change, Major Gifts... You also receive WOW (Weekly Online WOW) emails, special DISCOUNTS on books and training and other INVALUABLES.

②. Custom Training & Coaching

With single or multi-day training sessions, we can help you train for Campaigns, Sales, Major Gift Visits, Development Operations, and more at the Eagle Creek Leadership Center, a fifty-acre Training Center in Columbus, Ohio (you will love it!), or we can come to you.

③. Speaking

Have Tom or Nick speak at your Regional or National Conference, at a Board or Staff Session, and have a truly **MEMORABLE, ENGAGING** and **UNIQUE EXPERIENCE**.

PLEASE, PLEASE, PLEASE...

Take a moment to **EMAIL US:**

tom@forimpact.org

nick@forimpact.org

or **CALL US: 614-352-2505**

and let us know what you think,

how this affects the way you **OPERATE**,

and how you are **CHANGING** the way you **FUND!**

SHARE, SHARE, SHARE. ..

This For Impact Point-of-View is meant to be **SHARED** with your Staff, your Board, Volunteer Leaders, Peers, and Friends.