



The FOR IMPACT

Change Manifesto

A quick read to help organizations prepare for the **ABANDONMENT** of almost **EVERYTHING** they do.

By Tom Suddes

The FOR IMPACT Change Manifesto

The Greek letter 'Delta' Δ is the SYMBOL for **CHANGE**.

This triangle/pyramid is also an integral part of the **ForImpact** identity.

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Dear Mavericks, Entrepreneurs, Change Agents and 'Wanabees':

A *MANIFESTO* is a "PUBLIC DECLARATION of PRINCIPLES... which are CLEAR and EVIDENT"

The principles and ideas in this 'Little Book of Change' are CLEAR and EVIDENT... both to me and the thousands of For Impact Leaders, Mavericks and Social Entrepreneurs who have read or heard them.

I know 'CHANGE' is never easy. As they say, the only person who really LIKES it is a wet baby!

I think Gandhi got it right when he said,

"Be the CHANGE that you want to see in the world."

Some of you can actually CHANGE *THEWORLD*. All of us can CHANGE *OURWORLD*.

I'm assuming that if you're trying to 'CHANGETHETHEWORLD,' you're kind of busy... so I've tried to both **GRAB YOUR ATTENTION** and make a **POINT** (or three) with:



Much of what follows is about your ATTITUDE... not just a CHANGE in THINKING or VOCABULARY. My goal is to motivate you to take ACTION. I hope this helps.



The 'Old Guy'

You can learn all you need to know about the our POINT-OF-VIEW in under 30 seconds.

The entire MESSAGE... MANIFESTO... MOVEMENT can be summarized in one word: **ForImpact**

3 Powerful INSIGHTS

Here is the ForImpact **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!**

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

-Tom Suddes



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

(Not the other way around)

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

"NO MONEY. NO MISSION."

- Stephen Covey

"NO MISSION. NO MONEY."

-The Suddes Corollary



Insight No. 3: **Just Ask**

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

This is the entire solution to funding your vision.

GO NOW! JUST ASK!

*“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



Quotes on Change

*“Be the **CHANGE** that you want to see in the world.”*

- Gandhi

*“If you don’t like **CHANGE**, you’re going to like **IRRELEVANCE** even less.”*

- General Erik Shinseki

*“We don’t need **COINS**. We need **CHANGE**.”*

- Window Sign in the Short North, Columbus.

*“**BEGGING** for ‘change’... or ‘begging’ for **CHANGE**.”*

- Robert Eger

*“**CHANGE** is one thing. Progress is another.”*

- Bertrand Russell

*“It’s often easier to **KILL** an organization than **CHANGE** it in any significant way.”*

- Kevin Kelly

*“When arriving at a precipice, we must admit that the only step forward is one in an **ENTIRELY NEW DIRECTION**.”*

- Jeff Salz

*"It's easier to change PEOPLE than to **CHANGE** people."*

- Kets de Vries

*"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

*"LEADERS can't help but **CHANGE** the present, because the present isn't good enough."*

- Marcus Buckingham

"If it ain't broke, break it."

- Entrepreneurial Mavericks

Must Read!!!

*"When you **CHANGE** your **THINKING**,
you change your **BELIEFS**.*

*When you **CHANGE** your **BELIEFS**,
you change your **EXPECTATIONS**.*

*When you **CHANGE** your **EXPECTATIONS**,
you change your **ATTITUDE**.*

*When you **CHANGE** your **ATTITUDE**,
you change your **BEHAVIOR**.*

*When you **CHANGE** your **BEHAVIOR**,
you change your **PERFORMANCE**.*

*When you **CHANGE** your **PERFORMANCE**,
you change your **LIFE**."*

CHANGE

- John Maxwell

Quotes on **Attitude**

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

‘CHANGE’ is all about your **‘ATTITUDE.’**

Soooo...

How LONG will it take you to ‘CHANGE’???

3 Minutes? 3 Days? 3 Months? 3 Years? Never?

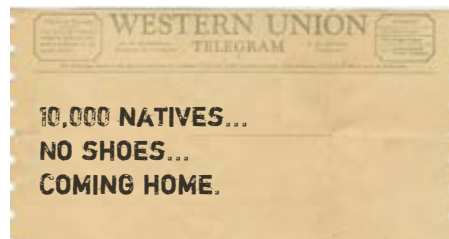
THE CHOICE IS YOURS.

Sales Attitude

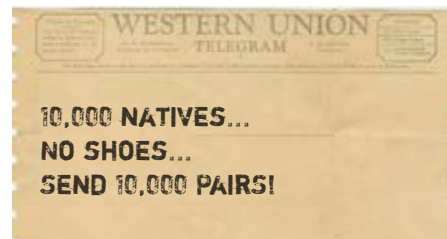
2 salesmen are sent to an island to sell shoes.

Both send back **TELEGRAMS.**

Salesman #1



Salesman #2



Remember: “It’s easier to change PEOPLE than to **CHANGE** people.”

- Kets de Vries.

What ATTITUDE would you want to help you CHANGE the WORLD?

THE GREAT BARRIER REEF

Have you ever visited the Great Barrier Reef? All of the colorful fish, the beautiful coral and the amazing plants are on the ocean (windward) side of the Great Barrier Reef...

where they are hammered every day with crashing waves, intense turbulence and '**CHANGE.**'

On the inner (leeward) side of the reef, there are NO waves, NO turbulence and NO '**CHANGE.**'
It's also dull, gray and dead.

ITALY & SWITZERLAND

In the 15th Century, ITALY was immersed in chaos, war, bloodshed, terror... and '**CHANGE.**'
It produced Leonardo da Vinci, Michelangelo, Brunelleschi... and the **RENAISSANCE.**

Around the same time, SWITZERLAND experienced 500 years of peace, consistency, sustainability and no - zero, none, nada, nil - '**CHANGE.**' They produced the **CUCKOO CLOCK.**

Please take a moment
and send me your own
quotes or stories on change.
-tom@forimpact.org

“IL SOLE NO MUOVE”

Forty years before Nicholas Copernicus revolutionized the world view, Leonardo da Vinci said, “**THE SUN DOES NOT MOVE.**” Both Copernicus and da Vinci were born on a flat, unmoving planet in the center of the universe, around which the SUN CIRCLED.

A century after their deaths, that same planet was a rotating sphere orbiting around the sun somewhere in a universe too fast to even have a center! The church tried to suppress this as heresy. All of the best ‘THINKERS’ of the times thought this concept absurd. The planet/solar system did not ‘CHANGE,’ but the paradigm for understanding it had been turned inside out.

Monkey Nuts and Berries

My good friend, Jim Mahoney (Battelle for Kids), tells this wonderful story:

It’s pretty easy to catch monkeys in the jungle. You just carve out the inside of a coconut with a small hole in the top, fill the coconut with NUTS and BERRIES, and attach the coconut to a stake or a tree.

The monkey comes along, sticks its hand inside the coconut, and grabs a handful of nuts and berries. The monkey will be there when you get back. Guaranteed. WHY? Because it will NOT let go of the NUTS and BERRIES. Therefore, it cannot get its FIST out of the coconut.

In order to **CHANGE**, we’ve got to **LET GO** of the ‘NUTS & BERRIES,’ get rid of the old ‘BAGGAGE,’ and turn our ‘SACRED COWS’ into ‘HAMBURGER.’

*“Why do people adopt new technologies? People change habits when the pain of their current situation exceeds their perceived pain of adopting a new possible solution. I call that the **CHANGE** Function.” It may seem simplistic. It’s supposed to be.”*

- Pip Coburn, Fast Company

Dumb things that very smart people [supposedly] said:

“I think there is a world market for maybe five computers.”

*- Thomas Watson
IBM Chairman, 1943*

“There is no reason for individuals to have computers in their home.”

- Ken Olson, 1977

“The internet will catastrophically collapse in 1996.”

- Robert Metcalfe, 1995

“It would appear that we have reached the limits of what is possible to achieve with computer technology, although one should be careful with such statements as they tend to sound pretty silly in five years.”

- John Von Neumann, 1949

Now, to **Grab Your Attention:**

No More...

Asking for Money

Special Events

'Mission' Statements

Not For Profit

Fundraising

Volunteer Solicitations

Transactions

Tax Exempt

Donors

Appointments

Whining

Silos

Charity

Begging for Money

Cash to Endowment

~~Traditional Campaigns~~

~~FEASIBILITY STUDIES~~

~~SILENT PHASES~~

~~CAMPAIGN STAFFS~~

~~PUBLIC PHASES~~

~~CULTIVATION~~

~~CAMPAIGN FUNCTIONS~~

~~CAMPAIGN COMMITTEES~~

~~CAMPAIGN BROCHURES~~

~~BUILDING CAMPAIGNS~~

~~STRATEGIC PLANS~~

~~CASE STATEMENTS~~

~~CAPITAL CAMPAIGNS~~

For **ALTERNATIVES** to these 'Traditional Campaign' elements, go to www.forimpact.org/campaigns.

I have also written an entire MANIFESTO: "Take a Quantum Leap," which includes 30 Lessons from my 30 years and 300+ campaigns.

To order this in hard copy, contact: phyllis@forimpact.org.



NO MORE ASKING FOR MONEY.
START PRESENTING THE OPPORTUNITY!

NO ONE likes asking their friends (or anyone for that matter) for money!
(That rare volunteer who loves doing this should be treasured as a true gift.)

'SHARE THE STORY' and **'PRESENT THE OPPORTUNITY.'**

It makes all the difference in the world (just ask your Board).

NO MORE SPECIAL EVENTS.
CREATE MEMORABLE EXPERIENCES.

Special Events are NOT **'SPECIAL!'** They're NOT even **'EVENTS!'**
They rarely generate **INCOME (MONEY)** anywhere close to the corresponding staff and volunteer **EFFORT** and **TIME**. If you really think anyone in your organization wants to do one more 'golf outing'... you need to get out of your office (and out of your dream world) and talk to your stakeholders!

Make everything a **'MEMORABLE EXPERIENCE.'**

More **IMPACTFUL**. More **FUN**. More **PRODUCTIVE**.

NOTA BENE:

If you don't know the difference between a 'SPECIAL EVENT' and a 'MEMORABLE EXPERIENCE,' it's comparing a one-ring, CARNIVAL CIRCUS with two clowns, an elephant, some monkeys and an old lion... with **CIRQUE DU SOLEIL!!!** Enough said.



NO MORE MISSION STATEMENTS. IT'S ALL ABOUT YOUR MESSAGE!

No one, and I mean literally, no one, can recite their organization's **MISSION STATEMENT**. (If you don't believe me, ask three or more staff and volunteers to recite your Mission Statement in unison, without looking!) Most **MISSION STATEMENTS** are **WORDY, ALL INCLUSIVE, POLITICALLY CORRECT**, and written with a **THESAURUS** by a huge **COMMITTEE**.

P.S. This is just as true in the 'FOR PROFIT/BUSINESS' world.

Your real goal is to have a **MESSAGE** that is **CLEAR... COMPELLING... CONCISE...** and can be delivered in a **CONSISTENT** fashion!

NO MORE FUNDRAISING. START SELLING YOUR IMPACT.

'FUNDRAISING' has a reputation slightly north of telemarketing. Maybe rightfully so.

Keep it simple:

IMPACT DRIVES INCOME!

SELL YOUR IMPACT.

INCOME WILL FOLLOW.

"Mamas don't let your babies grow up to be... [fundraisers]."

- Willie and Waylon



**NO MORE TRANSACTIONS.
FOCUS ON RELATIONSHIPS!**

Most 'Not-for-Profits' are in the 'TRANSACTION' business. They process checks, spend 0 cents on the dollar 'acquiring' new names, and treat everyone as a 'number.'

We in the FOR IMPACT world are in the 'RELATIONSHIP' business. It's a great business to be in.

***"A RELATIONSHIP is a CONTINUING SERIES of COLLABORATIVE INTERACTIONS,
each INHERENTLY UNIQUE to the INDIVIDUAL PARTICIPANT."***

- Martha Rogers & Don Peppers

(The Gurus of 'One-to-One' Enterprises)

Read, study, memorize this definition. Then ACT on it!

**NO MORE VOLUNTEER SOLICITATIONS.
MAKE PROFESSIONAL PRESENTATIONS.**

Would Dell or Microsoft or IBM (or your own favorite company) ask 'VOLUNTEERS' to do their 'SALES'???

That thought, alone, should be enough to make you give up on this 1950's 'PEER-TO-PEER SOLICITATION' model!

Everything you do should be a PROFESSIONAL PRESENTATION...
with professional staff, volunteer leaders, board members and current investors as part of the
TEAM SELLING PROCESS.



NO MORE DONORS. THINK INVESTORS.

Quick - word association: I say, "DONOR." You say, "BLOOD! ORGANS!"

People want to INVEST in your organization and your IMPACT. And, of course, INVESTORS expect a RETURN on their INVESTMENT.

*There is only one organization that can legitimately use the word "DONOR" and it's the American Red Cross!

NO MORE APPOINTMENTS. SET UP VISITS.

Quick, again - word association: I say, "APPOINTMENTS." You say, "DOCTOR! DENTIST!" You betcha. Every time. No one likes to go to an 'appointment.' A VISIT implies a RELATIONSHIP; FRIENDSHIP; DIALOGUE; enjoy a cup of JAVA; break some bread; 'tour' your place or their place; ENGAGE in a 'VISIT'... and enjoy the INTERACTION.

NO MORE WHINING. DO ANYTHING ELSE!

I am a 'positive, glass-always-half-full, crisis-as-opportunity' kind of guy. I love helping For Impact Leaders and Social Entrepreneurs. It is extremely difficult to listen to 'NOT-FOR-PROFIT' staff and volunteers who do nothing but complain (**whine**) about NO MONEY, THE ECONOMY, NO MONEY, NO PROSPECTS, NO MONEY, NOBODY WE CAN HIRE, NO MONEY, NO MONEY, NO MONEY... STOP WHINING!

CHANGE the way you **THINK**, **TALK**, **OPERATE**, **ACT**, and **FUND**.



**NO MORE 'TRADITIONAL CAMPAIGNS.'
TAKE A QUANTUM LEAP!!!**

That's right. NO MORE Feasibility Studies, Campaign Committees, Public Phases, Silent Phases, Building Campaigns, Capital Campaigns, etc.

A **QUANTUM LEAP** campaign is ONGOING. It's a 'TOP DOWN' model (not bottom up). It's built on RELATIONSHIPS, not 'campaign transactions.' It's HOLISTIC.

NOTA BENE:

Having helped manage 300+ 'CAMPAIGNS,' I really wish I had built this QUANTUM LEAP CAMPAIGN (FundThe Vision) MODEL about 20 years ago.

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

"The leader of the future creates a CULTURE of value systems founded upon principles. Creating such a culture in a business, government, school, hospital, nonprofit organization or other organization would be a tremendous and exciting challenge in this new era. Leaders of the future will not resist change, they will embrace it."

- Stephen Covey

△ Change the way you **THINK... OPERATE... 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 Staff. Your Leadership.)

2. YOUR TEAM!

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

3. YOURSELF!

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

Guiding Principle No. 1

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/Thought Leaders. They both agree, on the importance of this vocabulary 'THING.'

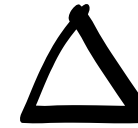
Peters, in his usual, inimitable style, simply says:

"WORDS are important."

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

"We need a new LANGUAGE..."

Changing our **VOCABULARY**, our **WORD CHOICE**, and even our **LANGUAGE...** will change our **THINKING**, our **ACTIONS**, and our **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.

It is FREE with motivational nuggets on Champions, Development, Operations, Major Gifts, Sales, and more. You also get 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 Change Manifesto is meant to be **SHARED** with your Staff, your Board, Volunteer Leaders, Peers, and Friends.