

DRAFT



A FOR IMPACT GUIDEBOOK TO
CHANGE IN THE THIRD SECTOR

BY
TOM SUDES

*"BE the **CHANGE** you want to see in the world."*

—Gandhi

*"Social Entrepreneurs **CHANGE**
the **PERFORMANCE CAPACITY** of society."*

—Peter Drucker

*"Stop **BEGGING** for change. Start begging for **CHANGE**."*

—Robert Egger

CHANGE (THE) RULES INTRODUCTION

Dear Mavericks, Social Entrepreneurs, Change Agents,
For Impact Leaders (and wannabees),

CHANGE (THE) RULES!!!

The title of this **FOR IMPACT** guidebook on **CHANGE** comes from my good friend Dick Celeste, President of Colorado College. Dick is a former Rhodes Scholar, former Governor of Ohio, former Ambassador to India, and currently a great father and grandfather.

CHANGE (THE) RULES is a little play on words. In this generation's lexicon, 'RULE' is a good thing. So, yes, **CHANGE** does 'RULE'.

At the same time, in order to really **CHANGE** something (yourself, your organization, the world), you also have to **CHANGE (THE) Rules**.

Paul Arden, in his wonderful little book **It's Not How Good You Are, It's How Good You Want To Be**, speaks for a multitude of entrepreneurs and change agents when he says,

"You can't solve the problem if you're playing by the RULES."

I believe it's much stronger than that. **THERE ARE NO RULES...** at least when it comes to trying to solve important social problems, health problems, or education problems.

As every parent or grandparent knows, the only person who really, really likes '**CHANGE**' is a wet baby. Following are three quotes to help you begin the process.

1. ***“BE the **CHANGE** you want to see in the world.”***
—Gandhi

Gandhi’s eponymous quote is on everything from t-shirts to coffee mugs to bumper stickers. The power of this quote is around the word ‘BE’... which translates to ‘DO’.

CHANGE is up to us. Some of you reading this can actually **CHANGE THE WORLD**, especially leaders of **CHANGE ORGANIZATIONS**. All of us have the ability to **CHANGE OUR** world, our health, our income, our relationships, our lives.

2. ***“Social Entrepreneurs **CHANGE** the **PERFORMANCE CAPACITY** of society.”***
—Peter Drucker

Mr. Drucker was **the** management guru and acknowledged thought leader in the field of leadership and organizational development. Here’s a perfect example of his clear and challenging thinking. Don’t just ‘**CHANGE**’ something, **CHANGE** something BIG (like the “**PERFORMANCE CAPACITY** of society!!!”)

3. ***“Stop **BEGGING** for change. Start begging for **CHANGE**.”***
—Robert Egger

Bob Egger’s wonderful book title and even more wonderful content provides a catchy, pithy way to talk about radical transformation, creative destruction and quantum leap innovation.

Here is a story to help you with this whole idea of **CHANGE**.

ITALY & SWITZERLAND

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

Around the same time, SWITZERLAND experienced hundreds of years of peace, consistency, sustainability and no (zero, none, nada, nil) ‘**CHANGE**’. It produced the **CUCKOO CLOCK**.

Today, this story can be reinforced with a visit to the Great Barrier Reef. On the inner (leeward) side of the reef are NO waves, NO turbulence and NO '**CHANGE**'.

The ocean (windward) side of the reef is where all of the colorful fish, the beautiful coral and the amazing plants are... where they are hammered every day with crashing waves, intense turbulence and '**CHANGE**'. I'm assuming that if you're trying to **CHANGE** 'THE' world or 'YOUR' world, you're kind of busy. I've tried to keep this guidebook short, and grab your attention with some quotes and stories, and share some high-level thinking around **CHANGE** from some really smart people. I've also added a section on **NO MORE** to try and rock your world and change your thinking.

My good friend, Jim Mahoney (Battelle for Kids), tells another 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.

Here's my own story on **CHANGE**:

I won a trip around the world. While visiting India, I actually saw those famous 'sacred cows'. I also learned that once they got too old or useless, they were shipped across a neighboring border and turned into HAMBURGER!

We need to learn how to turn our SACRED COWS into HAMBURGER. To let go of our nuts and berries. And to rid ourselves of a lot of proverbial BAGGAGE (STEAMER TRUNKS?) that are making it so hard to **CHANGE**.

Remember these musings from some ancient Zen dude:

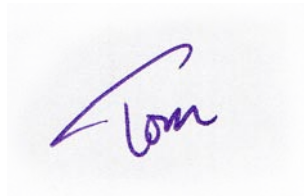
***“To hear is to forget. To see is to remember.
To DO is to KNOW.”***

Then some guy in another cave responded:

“To KNOW and not to DO is not to KNOW.”

I sincerely hope this will help you ‘BE’ (Gandhi) and ‘DO’ (Suddes). Following this Introduction are three pages of quotes to help you get started with the whole process of **CHANGE**.

Special Note: The Greek letter DELTA Δ is a ‘3’-sided symbol for **CHANGE**. This triangle or pyramid is also the primary icon of our **FOR IMPACT** Identity, Models and Framework. For what it’s worth...



CHANGE (QUOTES)

“BE the CHANGE you want to see in the world.”

—Gandhi

“Social Entrepreneurs CHANGE the PERFORMANCE CAPACITY of society.”

—Peter Drucker

“Stop BEGGING for change. Start begging for CHANGE.”

—Robert Egger

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

—Sign in a Window
in the ‘Short North’

“EVERY organization needs to ABANDON almost EVERYTHING that it does.”

—Peter Drucker

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

—Tim Kight

“Insanity is doing the SAME THING over and over again and expecting different RESULTS.”

—Albert Einstein

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

—General Erik Shinseki

“We have to be prepared for CHANGE.”

—Santiago in The Alchemist

“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

“It’s the END OF THE WORLD as we know it ... and I feel fine.”

—R.E.M.

“I get up every morning determined to both CHANGE THE WORLD and to have one hell 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

“That which doesn’t kill us, makes us stronger!”

—Nietzsche

“CHANGE is the act of perceiving similarity among disparate things.”

—Henry James

“If people in organizations can’t CHANGE, the organization will die.”

—John Byrne

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

—Kets de Vries
(via Tom Peters)

“People don’t change. You’re either an eagle or a duck. It is what it is.”

—Tom Suddes

“You’re either a donkey or a zebra. There is no such thing as a ‘Zonkey.’ ”

—Taggart Suddes

“CHANGE is inspired best by EMOTIONAL APPEALS, rather than factual statements.”

—Edward Bernays

“People CHANGE habits when the pain in 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

“SELLING has become more complicated, competitive and complex ... thus the need for DRAMATIC CHANGE! We will not survive by just tinkering with the RULES of the OLD GAME. We need to CHANGE the entire GAME.”

—Larry Wilson

“You can’t solve a PROBLEM if you are playing by the RULES.”

—Paul Arden

“THERE ARE NO RULES.”

—Tom Suddes

CHANGE (THE WAY YOU) THINK

“CHANGE your THOUGHTS and you can CHANGE the world.”

—Norman Vincent Peale

“The world we have created is a product of our THINKING.”

—Albert Einstein

**“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.”**

—John Maxwell

CHANGING the way you **THINK** is one our most important challenges.

Almost everything about the concept of ‘**CHANGE**’ begins with **CHANGING** the way you **THINK**.

Dr. Peale and the former Postman, Big Al, both say it in different ways. John Maxwell, prolific leadership author, takes you from **CHANGING** the way you **THINK**... to **CHANGING** your **LIFE**.

“YOU ARE WHAT YOU *THINK* ABOUT.”

—Earl Nightingale

This is one of the most profound ‘*THOUGHTS*’ (pun intended) ever recorded.

Earl Nightingale is the father of personal development. Written in 1956, his book, *THE STRANGEST SECRET*, was the seed from which the personal development industry grew. When Earl was 35 years old, he recorded this short message for a small group of salesmen one Saturday morning. The message had such a positive *IMPACT* that everyone wanted copies to share with their friends and family. Earl arranged with Columbia Records to duplicate this record and ultimately received a Gold Record for sale of a million copies. (This is in the 1950's!)

Here is *THE STRANGEST SECRET*:

“YOU ARE WHAT YOU *THINK* ABOUT.”

I want to expand on this powerful message, but it's only **19 small pages** and takes 30 minutes to read or to listen to the audio.
Just order your own copy.

As a **FOR IMPACT** Leader or Social Entrepreneur,

WHAT IF... all you *THINK* about is survival, budget cuts, fundraising, no prospects, etc?

or WHAT IF... all you *THINK* about is your Vision, your Impact, your Mission, your Message, your Meaning, your Purpose, your Priorities, your Productivity???

Any difference?

Same way in LIFE. If all we *THINK* about is the ‘BAD STUFF’... there's no room left to focus on the ‘GOOD STUFF’.

N.B. “IMPACT = INCOME!”

I swear it's in there! Earl calls it the LAW OF MUTUAL EXCHANGE.

THINK (QUOTES)

To help CHANGE the way you **THINK**...

“We become what we **THINK** about.”

—Earl Nightingale (The Strangest Secret)

“Through his **THOUGHTS**, man holds the key to every situation.”

—James Allen (As A Man Thinketh)

“All the resources we need are in the **MIND**.”

—Theodore Roosevelt

“We have 60,000 **THOUGHTS** a day.

However, 95% are the same ones we had yesterday.”

—Deepak Chopra

“The world we have created is a product of our **THINKING**.”

—Albert Einstein

“There is nothing either good or bad except that **THINKING** makes it so.”

—Shakespeare

“As one **THINKETH** in his heart, so is he.”

—The Prophet David

“I **THINK**... therefore I am.”

—René Descartes

“First with the **HEAD**... then with the **HEART**.”

—Hoppe to Peekay (The Power of One)

“Well, I come down in the morning and I take up a pencil and I try to **THINK**.”

—Hans Bethe (Physicist)

“Great men are those who see that **THOUGHTS** rule the world.”

—Emerson

“Men simply don’t **THINK**.”

—Albert Schweitzer

“**THINKING** is hard work. It’s why so few people do it.”

—Henry Ford

*And a story on changing the way you **THINK**:*

“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.

CHANGE (OR DIE)

Alan Deutschman expanded his provocative *Fast Company* cover story (May 2005) into a full-length book called **CHANGE OR DIE**.

Given real choices in matters of LIFE or DEATH, scientifically studied odds are **9** to **1 AGAINST CHANGE!**

That's right. This is the 'fact' that got Deutschman started on his two-year project:

90% of patients with severe heart disease fail to **CHANGE** their own lifestyles... even after their doctor tells them that they're in a "**CHANGE or Die**" situation!*

600,000 people have bypasses every year and 1.3 million heart patients have angioplasties, all at a total cost of around **\$30 Billion**. These procedures are temporary but rarely prevent future attacks or prolong life. However, the patient could avoid the return of pain and the need to repeat the surgery by switching to a healthier lifestyle. However, after two years, **90%** of these patients have **not changed** their lifestyle!

The HEALTHCARE industry consumes almost **\$2 Trillion a year** in the U.S. alone. (15% of our gross domestic product.) **80%** of this healthcare **budget** is consumed by five behavioral issues... too much **smoking, drinking, eating and stress, and not enough exercise**.

We know the cause of these PROBLEMS, and we know the SOLUTIONS. Yet, people won't, don't **CHANGE**.

By the way, it's not always 'life or death'. Studies have found that **six weeks** into the New Year, **80% of people** had already broken their New Year resolutions (or can't even remember them anymore)! A National Institute for Health study found that **97%** of people who lose weight wind up gaining it all back within five years!

So if this "**CHANGE or Die**" thing isn't working... what does??? Read on...

CHANGE (TO LIVE)

There is an alternative: **CHANGE TO LIVE.**

Dr. Dean Ornish, a Professor of Medicine at the University of California in San Francisco and founder of Preventative Medicine Research Institute, has actually figured out a way for heart patients to **CHANGE**. He says,

“Providing health information is important but not sufficient. We need to bring in the PSYCHOLOGICAL, EMOTIONAL and SPIRITUAL dimensions that are so often ignored.”

Ornish’s HOLISTIC PROGRAM actually reverses heart disease without surgery or drugs. A three-year Mutual of Omaha Study found that **77%** of his patients have stuck with their lifestyle CHANGES and avoided bypass or angioplasties surgery, saving Mutual of Omaha saved **\$30,000 per patient** (a little over **\$7M**) as well!

Ornish basically re-casts the reasons for **CHANGE**:

“JOY OF LIVING beats the daylights out of FEAR OF DEATH.”

Ornish helps convince people that they can feel better, not just live longer... and enjoy things that make daily life pleasurable.

Stop for a moment and realize how much this applies to everything we do.

It’s about the POSITIVE vs. the NEGATIVE.

It’s about EMOTION, INSPIRATION, VISION.

And, it’s about our ATTITUDE.

Conventional wisdom says that crisis is a powerful motivator for CHANGE. Obviously, since severe heart disease or health-related matters are the most serious of personal crisis, that doesn’t seem to motivate.

‘FEAR of death’ doesn’t work. ‘JOY OF LIVING’ does.

John Cotter, Harvard Business School Professor, adds this insight:

“Behavior CHANGE happens mostly by speaking to people’s FEELINGS. In highly successfully CHANGE efforts, people find ways to help others see the problems or solutions in a way that influence EMOTIONS, not just thought.”

For what it's worth, I believe STORIES and NARRATIVES are the best ways to make **emotional appeals**.

FACTS are just FACTS.

STORIES **CHANGE** our FRAMEWORK and our **THINKING**.

Mr. Attitude and Master Motivator Zig Ziglar says it this way:

***“We buy with our HEARTS (emotion)
and justify with our MINDS (logic).”***

One of the most powerful lessons from Ornish's work is that RADICAL SWEEPING CHANGES are easier and faster to make... and sustain.

People who make moderate changes in their diet get the worst of both worlds. Deprived and hungry because they aren't eating what they want, they also aren't making enough changes to quickly improve how they feel.

Ornish's tough program sees quick and dramatic results, including actually reporting a 91% decrease in frequency of chest pains in the first month!

This RADICAL **CHANGE**/TRANSFORMATION THING works with organizations as well. Bain & Company, a managing consulting firm, studied 21 companies' corporate transformations where the means were drastic and the results were almost always quick and tangible with a 250% on average stock price increase.

SPECIAL NOTE: My own experience has proven that talking with investors and philanthropists about **RADICAL TRANSFORMATION** (VISION) is significantly easier, more compelling and generates way more results than talking about “survival” or “budget cuts” or “incremental, kaizen tweaks”.

‘Survival pitches’ only works for tsunamis and hurricanes, and even that storyline is built around people's future!

COMPELLING POSITIVE VISIONS OF THE FUTURE...

are the INSTRUMENTS for **CHANGE**. {See Re-Imagine A World}

(RE) IMAGINE

“It is the foremost task – and responsibility – of our generation to ‘RE-IMAGINE’ our enterprises and institutions, both public and private.”

—Tom Peters

“IMAGINATION is more important than knowledge.”

—Albert Einstein

“IMAGINATION rules the world.”

—Napoleon

WHAT IF you could RE-IMAGINE:

A WORLD without ... HATE

A WORLD without ... CANCER

A WORLD without ... HOMELESSNESS

A WORLD without ... DOMESTIC VIOLENCE

A WORLD without ... POVERTY

A WORLD without ... ILLITERACY

A WORLD without ... DEPENDENCY

A WORLD without ... AIDS

A WORLD without ... [YOUR IMPACT]

BEGGING (FOR) CHANGE

There is no way for me to pull together some radical, transformative ideas around **CHANGE** without talking about Robert Egger's wonderful book called *BEGGING FOR CHANGE*. (Harper, 2004; 200)

Egger is a living, fire-breathing Social Entrepreneur who runs the D.C. Central Kitchen. 20 years ago, he asked a simple question: *"Why aren't there more RESULTS from 84 million people contributing \$200B to good causes?"* (Figures, 1988)

His answer and basic message is simply another way of reinforcing our **IMPACT DRIVES INCOME** insight, epiphany and point of view.

*"Nonprofits must stop CHASING MONEY...
and start focusing on the TRUE WORK AT HAND."*

He goes on to say that most "nonprofits" have *"veered away from their original missions and are now caught up in the maddening cycle of CHASING after (BEGGING) for MONEY... instead of fomenting CHANGES that could radically transform communities."*

Boulder Dam...

"CHANGES that could RADICALLY TRANSFORM COMMUNITIES."!!!

I wish people had taken Mr. Egger up on his challenge in the introduction to call a "NATIONAL TIME-OUT"... so that everyone around the country could ask themselves what the hell they've been doing and why.

I wanted to share some nuggets on **CHANGE** from this powerful book and this powerful thought leader. (I wish I could just give you the book. If you're reading this online, you can order [right here](#). Just read the prologue, the intro, the epilogue and Robert's Rules and you'll be WOW'd.)

Here are some 'nuggets' that seem particularly appropriate around this whole idea of **CHANGE (THE) RULES**, as well as my sometimes feeble attempt to help you **CHANGE** the way you **THINK, TALK** and **ACT**.

- *"We need to ... demand more and expect more from our nonprofits. We need to seek out and reward organizations that exemplify leadership unity, responsibility and accountability." (CHANGE!)*

-
- *“In the last of the 20th century, nonprofits began to use a language and display an attitude that almost excused their performance. (‘What do you expect, we’re just nonprofits?’) ...*
 - *Rather than winning the war on poverty, we focused on containing the enemy.*
 - *Rather than looking for a solution, we found it easier to blame either a cause, political party or an economic system.*
 - *As competition among nonprofits got ferocious, we tapped into advertising and public service announcements to raise money.”*

 - *”We managed to convince our donors to focus on measurements like ‘FUNDRAISING EFFICIENCY’ and charitable commitment because these were easy numbers to present. Yet we knew they didn’t reflect the true IMPACT, EFFICIENCY or EFFECTIVENESS ...”*

 - *(Here’s one of my favorite nuggets, albeit painful for many organizations and bureaucracies.) ... “over the past 50 years the structure of nonprofits has evolved for optimum SURVIVAL not optimum RESULTS.” (Adapt or Die? Change to Live?)*

 - *If you’re not already on overload, think about this one: “Leaders and researchers in the nonprofit sector want the public to believe that our lack of progress in the sector is caused by INSUFFICIENT MONEY and RESOURCES, and that we could do more if we could build bigger entities and more nonprofits. THEY’RE TOTALLY WRONG.”*

”We don’t have a shortage of funding or volunteerism. We’re the most generous and caring people in the world.”

 - *”It’s not that we have to say ‘yes’ more often or reach deeper into our pockets. We have to do the opposite. We have to learn to say no. We have to ask tough questions of organizations who are asking for a grant or a contribution.”*

”It’s no longer about dollars raised, or percentage of money that goes to the cause. It’s about effectiveness and results ... but it’s also about fewer programs getting more of the money.” (!!!)

If these ‘words’ don’t help you
CHANGE your **THINKING**... on **IMPACT** and **INCOME**...
 RE-READ!

(HOW TO) CHANGE THE WORLD

I had dinner a couple of years ago with David Bornstein, a terrific writer and evangelist for Social Entrepreneurs. Bornstein wrote a fantastic book called **HOW TO CHANGE THE WORLD**. Over a five-year period, he visited with 60 Social Entrepreneurs and interviewed another 40. The book concentrates on 9 powerful, uplifting and inspirational stories.

Here is Bornstein's summarized view:

Social Entrepreneurs are *"TRANSFORMATIVE FORCES... people with NEW IDEAS to address major problems... who are relentless in pursuit of their VISIONS... who simply will not take "no" for an answer... who will not give up until they have spread their ideas as far as they possible can."*

There are so many reasons why I love David's message. He and I both quote Drucker who says, *"The Social Entrepreneur CHANGES the PERFORMANCE CAPACITY of society."*

Bornstein also reinforces the whole idea of THE POWER OF ONE. In his own words,

"(The book) shows that important SOCIAL CHANGE frequently begins with a SINGLE ENTREPRENEURIAL AUTHOR... one obsessive individual who sees a problem and envisions a new solution... one that takes the initiative to act on that vision... one who gathers resources and builds organizations to protect and market that vision... one who provides the energy and sustained focus overcoming the inevitable resistance... and, who, decade after decade, keeps improving, strengthening that vision until what was once a marginal idea has become a new norm."

WOW! You can catch up with David at howtochangetheworld.org. Since his book is all about **CHANGE (THE) RULES**, I strongly urge you to get a copy and read it.

SPECIAL, SPECIAL NOTE: On Page 257, David is very clear about one thing:

"The most universal CHALLENGE is long-term FINANCIAL SUSTAINABILITY."

He talks about the huge chunks of time that are spent thinking about FINANCING/FUNDING (**INCOME**) vs. **IMPACT**.

Most of you have seen what I consider to be the most powerful INSIGHT in our For Impact World:

IMPACT DRIVES INCOME

I won't belabor you here with this point of view. I would simply remind you, David and every other Social Entrepreneur and For Impact Leader in the world that there are more FINANCIAL RESOURCES available than anyone could possibly spend.

*I'm not talking about McKinsey's \$100 BILLION OPPORTUNITY.

I'm talking about a TRANSFER OF WEALTH in the next 30 to 50 years of

\$100 TRILLION!!!

(give or take a couple of bucks)

**NO
MORE**

TO GRAB YOUR ATTENTION...

**NOT FOR
PROFIT**

CHARITY

BEGGING

TAX EXEMPT

**FUND
RAISING**

**ASKING FOR
MONEY**

**VOLUNTEER
SOLICITATION**

**SPECIAL
EVENTS**

**STRATEGIC
PLANS**

**FEASIBILITY
STUDIES**

TRANSACTIONS

CULTIVATION

**SILOS &
BOXES**

**MISSION
STATEMENTS**

SUSTAINABILITY

**TRADITIONAL
CAMPAIGNS**

BOARDS

MEETINGS

PROPOSALS

**BEGGING
FOR CHANGE**

NO MORE (TO GRAB YOUR ATTENTION)

**NO MORE 'NOT-FOR-PROFIT,'
'CHARITY,' 'TAX EXEMPT,' ETC**

**START DEFINING YOURSELF
AROUND WHAT YOU ARE FOR...
IMPACT!**

NO MORE 'FUNDRAISING,'

START SELLING YOUR *IMPACT!*

NO MORE ASKING FOR MONEY.

**START PRESENTING THE
OPPORTUNITY!**

**NO MORE VOLUNTEER
SOLICITATION.**

**START MAKING PROFESSIONAL
PRESENTATIONS!**

NO MORE SPECIAL EVENTS.

**START CREATING MEMORABLE
EXPERIENCES!**

NO MORE STRATEGIC PLANS.

START A 1,000-DAY ACTION PLAN!

NO MORE FEASIBILITY STUDIES.

**START SOME KIND OF
LEADERSHIP CONSENSUS
BUILDING PROJECT!**

STOP TRANSACTIONS.

START BUILDING **RELATIONSHIPS!**

STOP CULTIVATING!

**START MAXIMIZING
RELATIONSHIPS... AT THIS GIVEN
MOMENT!**

NO MORE SILOS & BOXES.

**START WORKING AS HOLISTIC
TEAMS!**

NO MORE MISSION STATEMENTS.

***START COMMUNICATING
YOUR MESSAGE!***

NO MORE SUSTAINABILITY.

***START PUTTING YOURSELF
OUT OF BUSINESS!***

***NO MORE TRADITIONAL
CAMPAIGNS.***

START FUNDING THE VISION!

NO MORE BOARDS.

START FINDING CHAMPIONS!

NO MORE MEETINGS.

***START GATHERING,
CELEBRATING, INVOLVING!***

NO MORE PROPOSALS.

***START PRESENTING
OPPORTUNITIES WITH A
CREATIVE, CUSTOMIZED
CASE!***

NO MORE BEGGING FOR CHANGE!

***START BEGGING FOR
CHANGE!!!***



NO MORE 'NOT-FOR-PROFIT,' 'CHARITY,' 'TAX EXEMPT,' ETC
START DEFINING YOURSELF AROUND WHAT YOU ARE **FOR... IMPACT!**

STOP DEFINING YOURSELF IN THE NEGATIVE!
STOP FOCUSING ON WHAT YOU'RE 'NOT'.

No one involved in a 'NOT FOR PROFIT' wakes up in the morning and shouts:

"YEE HAW! We don't get to make any money today!"

STOP THINKING OF YOURSELF AS A 'CHARITY', which almost always means small donations given out of pity or guilt. (Think 'RED KETTLES'.)

STOP BEGGING. "*Alms for the poor*" is not a compelling message! Nor is a 'tin cup' a useful presentation tool.

STOP RESPONDING TO AN 1846 IRS RULING. People don't give because you're a tax-exempt 501(C)3! (Avoiding taxes should be done off shore. Just kidding.)

FOCUS on your Vision, your Message, your Cause.

Remind yourself everyday: Your **IMPACT** drives **INCOME**. (not the other way around).



**NO MORE 'FUNDRAISING,'
START SELLING YOUR IMPACT!**

STOP talking, thinking, acting as a 'fundraiser' focused on 'fundraising'.
And, don't even go there with its cutsey cousin, 'friendraising'.
(See No More Cultivation.)

"Mama don't let your babies grow up to be... fundraisers."

She'd rather see you be a cowboy. 'Fundraising' has a reputation slightly south of used car sales. Why even go there?

My big epiphany and a powerful insight for thousands of For Impact Leaders and Social Entrepreneurs, goes like this:

IMPACT DRIVES INCOME... NOT THE OTHER WAY AROUND.

In other words,

the SIZE and SCOPE of your **IMPACT** *determines* the SIZE and SCOPE of your **INCOME**

As I always say, with all due respect and admiration, **NO ONE** reading this has **INCOME** that **MATCHES** their **IMPACT**.

ASKING FOR MONEY

NO MORE ASKING FOR MONEY. START PRESENTING THE OPPORTUNITY!

'Money' is merely 'worthless wampum'!

No one likes asking their *friends* for money, much less strangers. (The rare volunteer who really loves doing this should be treasured as a true gift, be psychoanalyzed and then cloned.)

PRESENT THE OPPORTUNITY...

...the OPPORTUNITY to help with your CAUSE and your CASE.

...the OPPORTUNITY to move from SUCCESS to SIGNIFICANCE.

...the OPPORTUNITY to make an **IMPACT** and **CHANGE** the World.

Special Note: Ask any Board Member (or for that matter, any of your staff) if they'd rather 'Ask for Money' or 'Present Opportunities (to make an Impact.)' This, by the way, is a rhetorical question. You already know the answer.

~~VOLUNTEER SOLICITATION~~

NO MORE VOLUNTEER SOLICITATION. START MAKING PROFESSIONAL PRESENTATIONS!

Here's a simple question: Would Dell or Microsoft or IBM (or your own favorite company) ask 'VOLUNTEERS' to do their 'SALES'???

Just the idea of the word 'SOLICITATION' (the implication of which I cannot go into a PG-13 document), should be enough to make you give up on this 1950's "Peer-To-Peer Solicitation" model!

Note: In this old model, a typical 'ask' by a peer (to a peer) goes, "I have your (3 x 5) card. Can you give something? Just send it in." WOW! Clear. Concise. Compelling. NOT!

A 'PROFESSIONAL' PRESENTATION involves 'PROFESSIONAL' STAFF... (engaged in CONVERSATION and DIALOGUE with a goal of MAXIMIZING THE RELATIONSHIP) in a 'PROFESSIONAL' PERFORMANCE... with 'PROFESSIONAL' FOLLOW-UP.

Special Note: This is not meant to be a 'Bash the Volunteer' list. Rather, it's an attempt to help you re-think and re-invent the role of your VOLUNTEER LEADERS.

Volunteer Leaders, Board Members and Current Investors are all a huge part of the TEAM SELLING process. GREAT VOLUNTEER LEADERS and GREAT BOARD MEMBERS are literally worth their weight in gold (and at today's prices, that's a big deal!). They should be used *before, on and after* the VISIT, **but they should never be used ALONE!**

Interesting Note: The word voluntaries is defined as an "organ solo played in church *before, during or after* a service."



NO MORE SPECIAL EVENTS.
START CREATING MEMORABLE EXPERIENCES!

ALERT: 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 really wants to work for 'EVENTS-R-US' or do one more 'GOLF OUTING', 'STAR BAZZAR' or BINGO, you need to get out of your office (and out of your dream world!) and talk to your stakeholders!

P.S. Not only do your volunteers and staff hate these Non-Special Events, so do all of the 'INVITEES'... who clearly don't want to go to another 'un-memorable, time-away-from-their-family' auction, gala, 'FUNDRAISER'!!!

MAKE EVERYTHING YOU DO A MEMORABLE EXPERIENCE!
 They're more IMPACTFUL. More FUN. More PRODUCTIVE.

A 'MEMORABLE EXPERIENCE' is about your Vision, your Message, your Impact. It's *not* about 'raising money', selling tables, golf holes or silent bids.

Every 'MEMORABLE EXPERIENCE' is an incredible Predisposition Opportunity to create the perfect FOLLOW-UP. (Something that *never* happens after a Non-Special Event.)

Note Bene: If you don't know the 'difference' between a 'Special Event' and a 'MEMORABLE EXPERIENCE', think about the difference between a one-ring, carnival CIRCUS with two clowns, an elephant, some monkeys and an old lion and CIRQUE DU SOLEIL!!! Enough said.



NO MORE STRATEGIC PLANS.
START A 1,000-DAY ACTION PLAN!

“When people talk to themselves, it’s called insanity. When organizations talk to themselves, it’s called Strategic Planning.”

Most ‘Strategic Plans’ are an INTERNAL work of fiction usually prepared by left-brain, accountant types who love outlines, charts, 5-year projections, etc.

If you’re looking for an undecipherable, unimaginative, unread, super thick binder to use as a bookend or a doorstop... then, by all means, do a ‘STRATEGIC PLAN’!

P.S. I feel the same way about ‘Business Plans’, but I’ll save that rant for another day.

There is too much to do... too many lives to save and impact... to get caught up in **‘strategery’**.

If you really, really want to achieve your Vision, fulfill your Mission, live your Message... then prepare an ACTION PLAN that will provide *focus* and *direction* for the next 1,000 Days (11 Quarters, 33 Months, almost 3 Years).

Include 90-Day Goals and Priorities. Monthly Checklists and Measurement. Annual Celebrations. All of this will engage your team and leaders in a *focused* manner.

The old-line, old-school Case Statements worked in their time, but that time has passed. There’s no engagement, no sharing, no dialogue, no involvement, no support.

P.S. Match this with a **1,000-Day FUNDING PLAN** and you will be on your way to success.

~~FEASIBILITY STUDIES~~

NO MORE FEASIBILITY STUDIES.
START SOME KIND OF LEADERSHIP CONSENSUS BUILDING PROJECT!

Having watched hundreds (maybe even thousands) of 'NON-PROFITS' do FEASIBILITY STUDIES... *I still don't get it!*

INTERNAL staff get together and agree they need more money.
 An INTERNAL group decides to do a campaign to raise more money.
 INTERNAL leaders enlist EXTERNAL CONSULTANTS to do a feasibility study... for justification, CYA and backup.

Consultant conversation goes like this:

"If 'XYZ NON-PROFIT-ORG' were to do a HYPOTHETICAL Campaign with a HYPOTHETICAL goal... how much HYPOTHETICAL money would you HYPOTHETICALLY give to this HYPOTHETICAL Campaign?"
 (UGH!)

Instead of 'Feasibility,' think 'Leadership Consensus Building.'
 Get your TOP STAKEHOLDERS INVOLVED in building the PLAN... for both **IMPACT** and **INCOME!!!** This OWNERSHIP will translate into a HUGE RETURN on the time, energy and resources you INVEST in this process.

I've chosen these 3 words carefully, and have used this process effectively for the last 20 years:

- 1. LEADERSHIP.** It is what it is. It is what it says. *Engage* your best *leaders* in this process of *message clarification, prioritization, and funding plan.*
- 2. CONSENSUS.** *Consensus* is about the *right decision...* NOT (necessarily) about *unanimous agreement* on a politically correct, watered down, something-for-everyone *mission statement/plan.* *Consensus* (on Purpose/Priorities/Plan) creates *commitment, generates momentum, and forces engagement* (vs. 'passive participation').

Nota Bene: "PASSION IS CONTAGIOUS!" (Nick Fellers)

3. BUILDING. This is the kicker. This is the 'action word' that makes this idea worth *millions!!!* You must provide a *framework* to let your *stakeholders* help *build!!!*

*This approach also serves as '**THE**' most powerful form of *predisposition*.

Remember: **INVOLVEMENT BEGETS INVESTMENT!!!**

Special BOARD Note: Following is a *direct quote* from a 'FEASIBILITY STUDY' conducted by a very old and well respected Consulting Firm.

"The Board must feel charged with the BURDEN of the campaign's success; and Trustees are expected to give SACRIFICIALLY" (my bold/caps.)

WOW! '**BURDEN**'. '**SACRIFICE**'. Those two words alone should cause board members to *enthusiastically* and *passionately* engage in your 'campaign'. (UGH.)

TRANSACTIONS

STOP TRANSACTIONS.

START BUILDING RELATIONSHIPS!

Most (all?) non-profits act like they're in the *transaction* 'business'. They process checks. They spend 80¢ on the dollar to acquire names. They treat everyone as a 'number.' *Transactions* provide no meaningful support. No real engagement. No real involvement. A *transaction* suggests one-time 'gifts', usually small, requiring no further loyalty or support.

You **are** in the *relationship* '**business**'. Everything in your model and process should be built upon a foundation of *relationships* ('LIFETIME' if possible.)

Martha Rogers and Don Peppers, the two gurus of one-on-one marketing (*relationships*), say it best:

"A RELATIONSHIP is:

- 1. A CONTINUING SERIES of...**
- 2. COLLABORATIVE INTERACTIONS...**
- 3. INHERENTLY UNIQUE to the INDIVIDUAL PARTICIPANT."**

Continuing... Collaborative... Unique.

If you buy into that definition, it's pretty easy to distinguish a *relationship* from a '*transaction*.'

"There is only one rule for financial success: You must know the difference between a LIABILITY and an ASSET."

Robert Kiyosaki
Rich Dad Poor Dad

"There is only one rule for financial success: You must know the difference between a TRANSACTION and a RELATIONSHIP."

Tom Suddes
For Impact Corollary



STOP CULTIVATING!
START MAXIMIZING RELATIONSHIPS... AT THIS GIVEN MOMENT!

This is one of my favorite 'soap box' platforms. As a gardener and faux-farmer, I know 'cultivation' is when **you spread manure on plants!**

Think about it from the other side for a second. *No one* wants to be 'CULTIVATED'. They either get your Message or they don't. They want to support your Cause and your Case or they don't. People are busy. They actually have lives. While they truly do want to help, they don't want to have a multitude of meetings before they're even told what it is that you actually WANT from them.

Many of you are waiting for the '*perfect time*' to make your BIG request. The '*perfect time*' to *maximize a relationship* is always **NOW** (at this given moment).

Maximizing relationships could be an *invitation* to join a Leadership Group, President's Circle, etc. It could be *presenting an opportunity* to Leave a Legacy Gift. It may be '*THE*' moment... for '*THE*' Gift... that truly **TRANSFORMS** your organization.

Remember: You're in SALES. Get over it. Go 'sell' your Vision, your Ideas, your Priorities, Projects and Programs... **NOW**.



NO MORE SILOS & BOXES.
START WORKING AS HOLISTIC TEAMS!

As my buddy Tim Kight says,

“You are perfectly designed to get the results you are getting.”

Sooooo, if you have a Planned Giving Office, a Foundation Office, a Corporation Office, an Annual Fund Office, a Grant Writing Office, an Alumni Office, an IT Office, a Special Event Office, a Unrestricted Giving Office, a Restricted Giving Office, a Campaign Office... then you're designed (competitively) to not communicate, not collaborate, not play well together.

This 'No More Silos & Boxes' section is a HUGE LEAP, but mandatory for any kind of real success.

Your Qualified Prospects and current investors don't want to be 'SOLICITED' by all these 'offices'. This is not about how you '**count**' and '**account**' for the funds. It's how people want to INVEST in your institution, organization, cause and case.

All of you know where your 'SILOS' exist. They are parts of the organization that are DISCONNECTED by the 'BOXES' (in the organization chart), the baggage, the sacred cows of the organization and by the 'BOSESSES' (of the different departments.)

*Organization charts and boxes, by the way, were based upon a military industrial model of **command and control** and **assembly lines**. This was a terrific concept when first brought out in the 1950's. It doesn't work now.

Creating a model and an organization built on HOLISTIC TEAMS who **collaboratively** engage in transformation, vision and changing the world beat the living daylights out of "boxes" and your "organization chart". (Obviously, I'm not expecting any HR people to be looking at this.)

I'm going to encourage you to take this as far as you dare. It gets tough when we tell people that they shouldn't have a 'Planned Giving Office' or 'Officer', or eliminate the slots focused on 'corporations' or 'foundations' or grant writing.

Perhaps more importantly, we are met with looks of absolute amazement when we suggest that the people on the IMPACT side (you know, the ones that are delivering your service) should be actively engaged as part of the team to help generate INCOME and FUND A VISION!

Example: What if there were **NO MORE** MAJOR GIFT OFFICERS?

This may freak you out, but it's about the TITLE!

It's so 'developmenty' and 'fundraisey'. It's an insider's word. It's on our business cards and on our stationary. We might as well wear a sandwich board that says, *"I'm a MAJOR GIFT OFFICER. I'm coming to ASK you for a MAJOR GIFT. Get ready."*

Change the title of everyone in your organization who is engaged with your constituency to include the word 'RELATIONSHIP'! (Chief Relationships Officer, Regional Relationships Officer, Regional Director of Relationships, College Relationships Officer, Relationships Officer)

Special Note: I'm still using RM in most of the places where we coach. Relationship Manager (RM) is certainly better than Major Gift Officer, but it still doesn't really reflect this idea.

~~MISSION STATEMENTS~~

NO MORE MISSION STATEMENTS. START COMMUNICATING YOUR MESSAGE!

Almost no one, and I mean that literally, can recite their organization's **MISSION STATEMENT**. This is true in the For Profit (business) world, as well as the Not For Profit sector. Mission Statements are wordy, watered down, all inclusive, politically correct gobbly gook written with a thesaurus by a committee.

You can test this if you want. Ask any three staff or volunteers to recite, **in unison**, your Mission Statement (without looking). Then laugh/have fun at their expense.

The real goal is to have a **MESSAGE** that is CLEAR... COMPELLING... CONCISE... that can be delivered CONSISTENTLY.

Your **MESSAGE** should be able to be captured on a NAPKIN... and communicated in as few words as possible.

Take a tip from the political world and **STAY ON MESSAGE!**

P.S. Don't worry about trying to 'change' your mission statement. Leave it alone. It's too painful a process. Just work on you **MESSAGE**.



**NO MORE SUSTAINABILITY.
START PUTTING YOURSELF OUT OF BUSINESS!**

A lot of 'NONPROFITS' are desperately trying to attain "SUSTAINABILITY".

"If we just had an ENDOWMENT that covered all of our operating expenses, we wouldn't have to do THAT (dirty) FUNDRAISING thing anymore."

What if, instead, you stopped worrying about 'SUSTAINABILITY'... and started putting yourself out of business! Find SOLUTIONS to the PROBLEM, and then implement that SOLUTION to eliminate the PROBLEM.

I realize this doesn't work for everyone reading this (education institutions, etc.) but this idea applies to everybody especially as it relates to the following: If you are willing to go one more (RADICAL) step further.

NO MORE ENDOWMENT

This is an issue that I believe impacts all FOR IMPACT ORGANIZATIONS. We're caught up in an endowment arms race. We're communicating that *"We need ENDOWMENT now to build and preserve ENDOWMENT for future generations"*.

ENDOWMENT, in and of itself, is NOT the goal! The goal is and always should be around Saving Lives, Changing Lives, Impacting Lives, etc.

And if that doesn't get your attention, how about:

NO MORE CASH FOR ENDOWMENT

CASH is a very, very expensive and difficult way to increase endowment.

Very few investors want to give you their money... so you could invest it... with an average of 5% return... which would then be used to fund some important priority.

Here's a pretty simple way to look at it: A **5% IMPACT** vs. a **100% IMPACT**.

Money to endowment (5%)... or money to fund people, programs, and places that help deliver your IMPACT... NOW (100%).

*Plus, many of these investors are making five-year commitments/payments and have to 'wait' to see the results and actual use of the funds.

Note: As a serial entrepreneur and someone who works with a lot of business and social entrepreneurs, I would ask this question:

Would a great business or business model... one that is *growing* and *scaling* their IMPACT... take revenue (cash) and put it in the 'BANK' and then try to fund their *growth*... from their INTEREST INCOME?!!!

I want you to forget the current economic situation and at the end of 2008 and let me remind you what every truly successful entrepreneur would do. They'd go to a bank or to angels or to the market and BORROW MONEY (not put money in) so that they can LEVERAGE every dollar... in order to GROW AND SCALE... their IMPACT... RIGHT NOW!

~~TRADITIONAL CAMPAIGNS~~

NO MORE TRADITIONAL CAMPAIGNS. START FUNDING THE VISION!

Having helped 400 'Campaigns' over the last 35 years, I now realize that TRADITIONAL Campaigns are outdated, antiquated, always done it this way activity. It's another leftover from the '50's.

I believe FUNDING THE VISION is an *ongoing* (not every '5 years') effort. It's a 'TOP DOWN' model (not bottom up). It's built on RELATIONSHIPS (not campaign transactions).

You probably know my feelings on feasibility studies, case statements, strategic plans, volunteer solicitation, etc. I feel the same way about silent phases and public phases, about campaign committees, campaign videos, campaign brochures and campaign staff.

Classic 'TRADITIONAL' campaigns are built around:

- **Planning** for 2 to 3 Years
- **Running** a Campaign for 5 Years
- **Cooling Off** for 2 or 3 Years...

...and then doing it all over again. The missed opportunities in this cycle are ridiculous.

FUNDING THE VISION is about an *ongoing* commitment to a funding model built on RELATIONSHIPS and maximizing those relationships... at this given moment.

Note: With all that said, I'm into Funding Initiatives, Funding Priorities and Funding Projects. There is a lot of good in creating a sense urgency, timetable, specific goals, focus, etc.



NO MORE BOARDS.
START FINDING CHAMPIONS!

I realize this sounds totally insane. Again, I'm trying to grab your attention and make a point. In the roughly 10,000+ organizations I've worked with, I doubt if I could find a handful that were truly 'SATISFIED' with their 'BOARD'.

Most 'NONPROFIT' BOARDS are USELESS! (In the COLLECTIVE sense.)

There. I've said it. Out loud. It's probably the same thing you've been thinking but aren't willing to admit.

- 'BOARDS' are all about being "SAFE". (vs. SCALE and GROW).
- 'BOARDS' are all about "SUSTAINABILITY". (vs. IMPACT.)
- 'BOARDS' are all about FINANCIAL REPORTS and 2% YIELD from the PORTFOLIO. (vs. IMPACT.)
- 'BOARDS' create COMPLEXITY.
(vs. SIMPLICITY and getting stuff done.)

3 reasons your 'COLLECTIVE BOARDS' are useless, worthless, ineffective:

- 1. SACRED COWS.** We've always done it this way. Your Board ends up with what Tom Peters calls D.S.G.Y.s: Designated, Self-Appointed, Guardians of Yesterday.
- 2. SELF-PERPETUATION.** Like-kind people nominating and finding like-kind people.
- 3. ENTREPRENEURIAL ATTITUDE.** Lack thereof. No entrepreneur worth their calling would spend time on a wishy-washy, play it safe, don't make waves Board.

P.S. I feel the same thing about COMMITTEES! "We're going to put together a committee to study our committees." Or worse, "Putting a committee together to reduce the number of committees".

Again, in the collective, Boards are much like a MOB. Filled with people looking to: Show up. Meet. Have information disseminated. Leave.

Find CHAMPIONS... passionate, committed leaders who want to help you CHANGE THE WORLD!

Get the right people on the bus and on board!

Look for ENTREPRENEURS, weirdos, freaks and whackos (as Peters and Suddes would say). These are the kind of people who are creative and innovative and positive and uplifting.

I know you need a BOARD as part of your fiduciary responsibility to your organization. You do not need a BOARD comprised of people looking to get their names on the letterhead and add to their vitae.

Most B-O-A-R-Ds are simply B-O-R-E-D. (and BORING.)

“Getting the RIGHT PEOPLE on the RIGHT SEATS on your bus allows you to move in any DIRECTION that you want.”

Jim Collins



NO MORE MEETINGS.
START GATHERING, CELEBRATING, INVOLVING!

I Here's James Carville's typically blunt, hit you between the eyes challenge:

"LOSERS MEET. WINNERS DO."

He goes on to say that, *"Absent a major peace negotiation, complicated merger or complex legal settlement, there's no reason on earth to have a meeting last more 30 MINUTES."*

After 35 years in the 'business world', I never want to attend another meeting in my life. I believe this is also true of every other meeting 'attendee' (excluding the 'meeting planner' or 'boss' who is holding the meeting.)

I wish I had a magic alternative. I'd love to see more 'GATHERINGS' of the right people at the right time on the right subject... to brainstorm or reevaluate or correct the course. (Imagine what life would be like without 'meetings', but where you 'GATHERED' together in a fun, productive session with real results.)

A meeting, by the way, is not a place to INFORM! If you want to share information, write it down and get it out in a one-pager. If you're going to 'gather' for actionable results, then people need to be **engaged** and **involved** in the session... not listening to one person ramble with no purpose.

I'd love to see more opportunities for 'CELEBRATIONS' of accomplishments and success (rather than just 'talking' about what we're going to do).

P.S. If you really, really want a PRODUCTIVE session, either STAND or go for a WALK!

Special, Special Note on BOARD MEETINGS: TJS Add

PROPOSALS



NO MORE PROPOSALS.

START PRESENTING OPPORTUNITIES WITH A CREATIVE, CUSTOMIZED BASE!

Scenario 1: You are one of the most impactful healthcare organizations in the world. Your vision and priorities are clear. You shared that your investment goes to Research, Education, Service and ask which one they think is most important? They respond with Service. You reach in our 'bag' and pull out a PROPOSAL for... **'RESEARCH.'**

You don't really care what they want. You've already decided what they're interested in before you met with them.

Scenario 2: You're a foundation with a lot of money. You have your grant request online, they respond with a PROPOSAL... 30 pages of dense text, small as possible type size, and supported by 10-pages of budget and finances. You, then, put this on the four foot 'pile' of other 'PROPOSALS'.

Do either of these scenarios really make any sense? It's not about PROPOSALS. It is about VISITING and LISTENING and MATCHING the foundation or investor's interest with the opportunities available.

*I will never forget asking a large foundation officer, *"Before we get started, could you share the most important priorities of the foundation at this time?"* His response was an amazed look and *"No one has ever asked me that."* I found that hard to believe, but...

A simple suggestion: Like any new 'LANGUAGE', the fastest way to make progress is 'TOTAL IMMERSION'! Try as hard as you can to STOP talking about nonprofits, charity, survival, competing, donors, donations, etc. Use your new VOCABULARY with your Board and your team and it will become the lingua franca, which is a "hybrid language serving as a COMMON LANGUAGE between different people". I strongly believe you can create a COMMON LANGUAGE for your entire 'team' including staff, volunteers and investors.

Special, Special Note: This is NOT some kind of 'SEMANTIC GYMNASTICS'. It means to literally immerse yourself in a new LANGUAGE, a new LEXICON, a new LINGO.

P.S. Part of this is trying to get you to stop using all the typical 'industry jargon' and start using SALES TERMS. BUSINESS TERMS. COMMON SENSE TERMS. IMPACT TERMS.

Enjoy the following **'word games'**!

BEGGING FOR CHANGE

**NO MORE BEGGING FOR CHANGE!
START BEGGING FOR CHANGE!!!**

Robert Egger's wonderful book title (and even more wonderful content) provides a catchy, pithy, memorable way to talk about some radical, transformative ideas around **CHANGE**.

Egger is a living, fire-breathing Social Entrepreneur who runs the D.C. Central Kitchen. 20 years ago, he asked a simple question: "*Why aren't there more RESULTS from 84 million people contributing \$200B to good causes?*" (Figures, 1988). 20 years later, 100 million people, \$300B. Same question.

His answer and basic message is simply another way of reinforcing our **IMPACT DRIVES INCOME** insight, epiphany and point of view.

***"Nonprofits must stop CHASING MONEY...
and start focusing on the TRUE WORK AT HAND."***

He goes on to say that most 'nonprofits' have "*veered away from their original missions and are now caught up in the maddening cycle of CHASING after (BEGGING) for MONEY... instead of fomenting CHANGES that could RADICALLY TRANSFORM COMMUNITIES.*"

Again, to make this huge point, stop the whole idea of 'begging for money', and focus on RADICAL, TRANSFORMATIVE CHANGE.

"We don't need coins. We need CHANGE."
—Sign In A Window

CHANGE (YOUR) VOCABULARY

“WORDS ARE IMPORTANT”

—Tom Peters

...“we need a **NEW LANGUAGE**. The critical distinction is not between business and social, but between **GREAT** and **GOOD**. (We need to) jointly embrace a **LANGUAGE OF GREATNESS**.”

—Jim Collins

Malcolm Gladwell of *TIPPING POINT* fame, Marcus Buckingham, *ONE THING YOU NEED TO KNOW*, Tommy Hopkins, sales trainer of all sales trainers, Tom Peters and Jim Collins, modern day leadership/management gurus... ALL reinforce what past giants of the motivation and personal development industry like Nightingale, Stone, Mandino, Peale, et al. have said forever:

CHANGE they way you **TALK**...
and you can **CHANGE** the way you **ACT**!

There’s a compelling science around the psychology of **CHANGE** that includes tremendous work on this whole idea of **NEUROLINGUISTICS** and how we **FRAME** things.

*Pioneering research on cognitive science and linguistics have pointed to the paramount importance of something called ‘**FRAMING**’.

George Lakoff, Professor at University of California Berkley, defines ‘**FRAMES**’ as the mental structures that shape the way we see the world. He says that ‘**FRAMES**’ are part of our “cognitive unconscious”; but the way that we know our current frames or new frames springs from **LANGUAGE**. (*Fast Company*, May 2005, *Change or Die*)

I want to strongly encourage you to **CHANGE YOUR VOCABULARY**. I guarantee that by **CHANGING** the way we **TALK**... we will dramatically **CHANGE** the way we **ACT**. In effect, your “self talk” impacts the way you **ACT**! (It’s much like an actor using ‘dialogue’ and ‘dialect’ to get into a ‘character’.)

My hope is that the following **OLD WORDS/NEW WORDS** will help you ‘**TALK THE WALK**’... to make it easier to ‘**WALK THE TALK**’!

OLD WORDS~~NOT FOR PROFIT~~~~CHARITY~~~~MISSION STATEMENT~~~~SURVIVAL~~~~INFORM~~~~ON THE BOARD~~~~COMPETITION~~~~DONOR (DONATION)~~~~CAMPAIGNS~~~~"WARM FUZZIES"~~~~CULTIVATION~~~~TRANSACTIONS~~~~APPOINTMENT~~~~ASK FOR MONEY~~**NEW WORDS**

FOR IMPACT

PHILANTHROPY

MESSAGE

VISION

INVOLVE

ON BOARD

COLLABORATION

INVESTOR (INVESTMENT)

FUNDING INITIATIVES

RETURN ON INVESTMENT

MAXIMIZE THE RELATIONSHIP

(AT THIS GIVEN MOMENT)

RELATIONSHIPS

VISIT

PRESENT THE OPPORTUNITY

OLD THINKING

~~FUNDRAISING~~
~~BUREAUCRACY~~
~~TAX-DEDUCTIBLE~~
~~MANAGE~~
~~FUNDRAISER~~
~~BEGGAR~~
~~PEER-TO-PEER~~
~~SOLICITATION~~
~~TRADING DOLLARS~~
~~COLD CALLS~~
~~APPOINTMENT~~
~~FACE-TO-FACE~~
~~SOLO SELLING~~
~~DEBATE~~
~~TELLING (TALKING)~~
~~CLOSE~~
~~3-RING BINDERS~~
~~TEXT-HEAVY BROCHURES~~
~~POWERPOINTS~~
~~OBJECTIONS~~
~~FEATURES & BENEFITS~~
~~A JOB~~
~~PEOPLE-ORIENTED~~
~~SKILLS~~
~~NO RISK~~
~~PERFECTION~~

NEW THINKING

SALES
 SOCIAL ENTREPRENEURSHIP
 SUCCESS TO SIGNIFICANCE
 BUILD & MAXIMIZE
 OPPORTUNITY PRESENTER
 MATCHMAKER
 PROFESSIONAL PRESENTATION
 ANY OTHER WORD!!!
 WANT TO HELP
 PREDISPOSITION
 VISIT
 SHOULDER-TO-SHOULDER
 TEAM SELLING
 DIALOGUE
 LISTENING
 OPEN
 PRESENTATION TOOLS
 PRESENTATION MAP
 NAPKINS
 CHALLENGES
 OPPORTUNITIES
 A CALLING
 TALENT-FOCUSED
 PASSION
 FAILURE
 PROTOTYPE

WHAT IT MEANS TO BE A **FOR IMPACT** ORGANIZATION

We get this a lot:

*"I love this idea of **FOR IMPACT**."*

*"I get it; and it completely **CHANGES** everything."*

*"I **KNEW** this, I just didn't know how to say it."*

And on and on and on and on.

Then, almost everybody's next question is:

*"What do I have to **DO** to **BE** a '**FOR IMPACT**' ORGANIZATION???"*

It's SIMPLE! (Not 'EASY'!)

 **CHANGE THE WAY YOU *THINK***

 **CHANGE THE WAY YOU *OPERATE***

 **CHANGE THE WAY YOU *FUND***

Here are the 3 most important things you can do immediately:

- 1. CLARIFY YOUR MESSAGE!**
- 2. THINK BIG! BUILD SIMPLE! ACT NOW!**
- 3. COMMIT TO SALES!**

(POOF!) YOU ARE NOW A **FOR IMPACT ORGANIZATION!**

*Now, go to **WWW.FORIMPACT.ORG** and **SIGN UP** to be part of the **COMMUNITY** and conversation.



The Suddes Group has raised over **\$1 BILLION**; and through our For Impact initiative, we've helped organizations raise another **\$1 BILLION**.

Here are three ways to do more with For Impact | The Suddes Group:

1. Use www.forimpact.org

1. Participate in teleseminars on 'hot topics'.
2. Visit DAILY for new articles and insights.
3. Get the our Weekly Online Wow Emails.

2. Attend Training Camp

Our Training Camp is a **FUNDING BOOTCAMP** for Social Entrepreneurs and For Impact Leaders.

1. Attend our signature 2-Day LIVE Training Camps.

View available dates at www.forimpact.org/solutions

2. Get Training Online

This 'on demand' version of our training is available at www.forimpact.org/members

3. Have For Impact Come To You...

Customized board workshops, training, strategy, campaigns and more.

To learn more, contact Nick Fellers at nick@forimpact.org or 614-352-2505

TOM SUDES

Tom Suddes has 35 years of experience in Fundraising/Development, Strategic Visioning, Campaign Management, Sales and Major Gift Solicitation. Tom has been labeled CONTRARIAN, RADICAL, WHACKY, CRAZY... and is widely known as a MAVERICK and an AGENT of CHANGE.

He began his career in the Development Office at the University of Notre Dame in 1973. In 1983, he founded The Suddes Group, which has managed over 400 campaigns, raised over \$1 BILLION. Now, with his partner Nick Fellers, Tom has coached organizations towards another \$1 BILLION. The Suddes Group also helped generate 3 million new jobs in their work with 125 economic development organizations around the country.

He has made more than 6,000 one-on-one presentations (sales calls); and has trained thousands of 'NONPROFIT' leaders in the art and science of FOR IMPACT organizations. He also SPEAKS and provides TRAINING throughout the country for entrepreneurs, sales people and leaders in both the not-for-profit and the for-profit sector, including keynotes and national presentations to the Alzheimer's Association, American Cancer Society, American Lung Association, American Hospital Association, AmeriCorps, Camp Fire USA, National Business Incubation Association, Rotary International and United Way.

Tom is the author of Take A Quantum Leap, Change (The) Rules, and the forthcoming Just Ask. Tom has also co-authored the content for www.forimpact.org, where Tom and Nick have created a powerful 'Open Source' tool and just-in-time learning system that is designed to help all Social Entrepreneurs and For Impact Leaders FUND THEIR VISION.

A SERIAL ENTREPRENEUR since age 16, Tom has founded 19 businesses (his kids say he can't hold a job), and was the first Entrepreneur-In-Residence at the Gigot Center for Entrepreneurial Studies at Notre Dame.

In 1996, Tom won a trip around the world (in the only contest he has ever entered) when SUCCESS MAGAZINE and Opportunity International awarded him a chance to share his SOCIAL ENTREPRENEURIAL EXPERIENCES with THIRD WORLD MICRO-ENTREPRENEURS in Russia, Poland, India, Bangladesh, the Philippines and Australia.

Tom served in the U.S. Army as an Infantry Officer, Airborne and Pathfinder; was a two-time welterweight boxing champion at Notre Dame; and has been the boxing coach at Notre Dame for 35 years (returning every year for a six-week 'mini-sabbatical' to coach and referee the Bengal Bouts).

Throughout his crazy, eclectic, eccentric life, Tom has been anchored by his wife Trudy and his five wonderful children (who have somehow overcome their father as a huge life impediment). Now, his six grandchildren, Savannah, Keegan, Calvin, Thomas, Tatum and Roscoe, are the centerpiece of life on a 50-acre farm/training center outside of Columbus, Ohio.