Changing Organizational Behaviors

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Women have access to wealth

Our
TIME IS *NOW*

$
We control more than 27% of the world's wealth

We influence the majority of philanthropic giving in North America

✓
We are leading change on the ground

WE DON'T HAVE TO WAIT FOR A SOLUTION TO SOLVE A PROBLEM.
WE ARE **THE SOLUTION.**

www.AllinforHer.org

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Reviewing organizational readiness

Have you assessed your organization's data regarding current giving by women?

Is women's philanthropy prominently featured in your institution's publications, news announcements, etc.?

Are women prominent in leadership positions (both volunteer and staff) at your organization and in special fundraising effort such as capital campaigns?

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Adherence to traditional strategies

- "The way we do it around here"
- Traditional may equal male-focused:
  - competitive environment (e.g. alumni reunions)
  - peer recognition
  - statistics and facts about impact rather than stories
  - deadlines and "time running out" approach
  - campaigns
  - naming opportunities

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Signs of organizational readiness

Commitment
- Long-term commitment from the organization leadership
- Very committed women volunteers
- Commitment from organization's board members
- Budget and staff time commitment to achieve goals

Culture
- Culture that supports women's giving and family philanthropy
- Culture that supports collaboration and cooperation
- Patience

Communications
- Clear vision, mission, goals, and values—and a business plan
- Visible and effective program champions within the organization and department
- Benchmarks for where you are with women's giving and leadership

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Steps to assure readiness

Quantify women's giving over the past 5 years	Review donor acknowledgement
Examine your record keeping method and gift coding	Review your development office's standard operating procedures
Research and publicize several large gifts made by women to your organization	Examine your board and leadership and the way they are recruited
Visit women and ask them to give	Apply communication methods effective to working with women

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Changing organizational culture

| Under-stand the old culture | Provide support for employees and teams | Provide the most effective process as an example | Help employees and teams improve effective-ness | Treat the vision of a new culture as a guiding principle for change | Acknow-ledge change takes time | Live the new culture/ actions speak louder than words |

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Organizational Structure

Culture

Policies

Staffing

Database

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Database Challenges

- **Accurate tracking of gifts by women?**
- **Splits of giving between couples?**
- **Accurate acknowledgment of gifts by women?**
- **Accurate names?**

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The power of data

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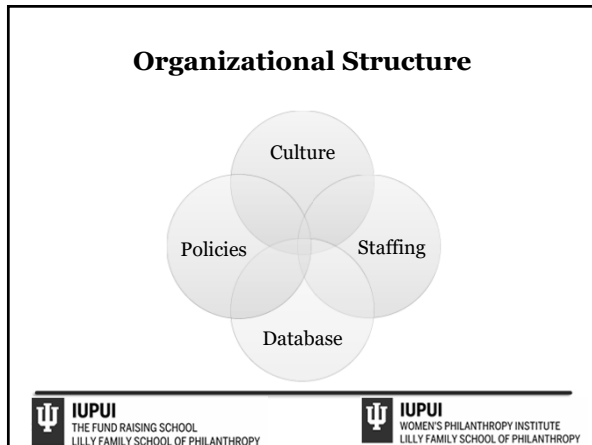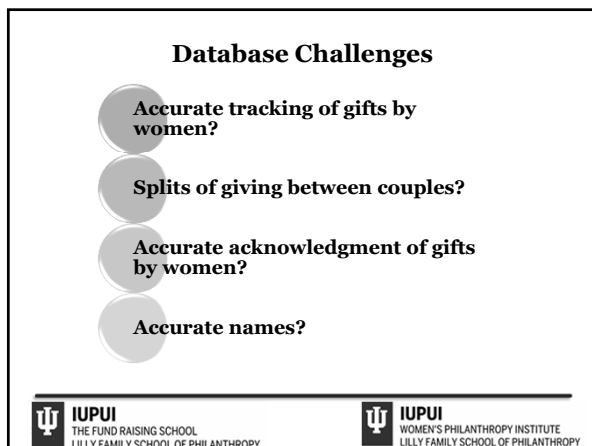LILLY FAMILY SCHOOL OF PHILANTHROPY

Benchmarking

Data	Organizational Pulse	External Drivers	Results
• Total number of women in your organization's constituencies, • number of women donors, • total dollars given by women, • number of visits/solicitations of women prospective donors, • number of women attending events, • number of women on staff, • volunteer boards, and serving as committee leadership.	• Surveys of staff, volunteer, and donor attitudes regarding your women's giving, • a review of women's presence in the leadership of volunteer boards and groups, • focus groups on your management of women donors	• Informal feedback on your women's giving program, • external studies and market research, • other recent research that is relevant to women's philanthropy	• Increases in women's giving at your organization, • changes/trends in women's giving patterns at your organization, • the coverage of women's giving in your organization's marketing and media

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Metrics

"IF YOU CAN'T MEASURE IT, YOU CAN'T MANAGE IT"
PETER DRUCKER

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Communication methods

She may be

- Less likely to take credit for ideas
- Downplay her certainty
- More likely to ask questions
- More likely to mitigate criticism with praise
- More likely to exchange compliments

What this means to the fundraiser

- Self effacing behavior is not lack of confidence or indication of a lack of power in family philanthropic decisions
- Questions build rapport and provide information, use stories and facts together to respond personally.
- Just because she uses praise, don't discount any criticism or concern she voices
- Social pleasantries are part of the relationship-building process for many women donors

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Marketing to women donors

- Care
- Cultivate
- Connect
- Control

The She Spot (2008) Lisa Witter and Lisa Chen

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Marketing to women donors

- Narrow your focus.
- Understand customer/donor community intimately.
- Build customer feedback into the process.
- Focus on your product's context.
- Understand and define your brand.
- Be authentic.

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Conducting focus groups with women
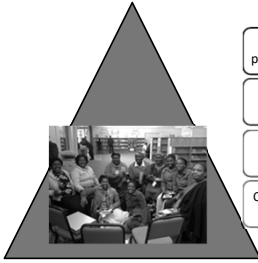
Questions about their philanthropy as individuals

Questions about the organization

Questions about being asked for a gift

Questions about women's philanthropy

"Reinventing Fundraising: Realizing the Potential of Women's Philanthropy"1995 Sondra Shaw and Martha Taylor

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Donor education programs for women

"the set of programming, communication, and engagement strategies designed to help donors overcome emotional and logistical barriers and have great impact in their giving" (Minter and Jackson, 2014)

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Women's giving networks

Change text in box to read: More than 100 grant-making groups serving women and girls belong to the Women's Funding Network (WFN). WFN members alone granted $410 million to women and girls in 2015, and there are dozens more women's foundations and funds in the U.S. that are not members of this network.

Data comes from a new study to be released by WPI on May 14; I will provide citation when I get it.

More than 160 grant-making groups serving women and girls belong to the Women's Funding Network. These groups allocate more than $65 million annually and have assets of more than one half billion dollars. (Women's Funding Network)

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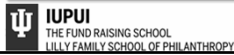LILLY FAMILY SCHOOL OF PHILANTHROPY

Women's giving networks

Women United, a part of United Way Worldwide, engages more than 75,000 women across 174 local United Ways. They raised more than $190 million in 2017 with a total of $1.9 billion since 2007, representing 81% in cumulative growth in a ten year period. (United Way Worldwide)

UNITED WAY WOMEN UNITED

Women Moving Millions is a global philanthropic community of people committed to large-scale investment in women and girls.

Since its founding in 2007, Women Moving Millions has inspired more than 300 members to commit more than $650 million to advance causes for women and girls around the world. (Women Moving Millions)

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Women & board leadership

TABLE 2. DIVERSITY BY NTEE CATEGORY: AVERAGE PERCENT OF BOARD MEMBERS					
CATEGORY	WOMEN	UNDER 40	AFRICAN-AMERICAN	ASIAN	HISPANIC
Arts	46.7%	16.8%	5.6%	2.7%	2.7%
Education	50.2%	17.5%	14.2%	2.3%	5.4%
Environment/Animal	49.2%	14.8%	1.4%	2.0%	3.4%
Health	49.7%	13.6%	8.5%	2.8%	4.5%
Human Services	47.5%	17.1%	8.4%	2.2%	4.6%
International	42.7%	23.2%	1.0%	3.2%	3.0%
Public Service Benefit	46.7%	18.2%	7.1%	3.8%	3.9%
Religious	27.9%	16.5%	7.4%	0.9%	9.5%
Unknown/Unclassified/Missing	45.5%	17.3%	6.6%	2.4%	3.9%

Source: The Impact of Diversity: Understanding How Nonprofit Board Diversity Affects Philanthropy, Leadership, and Board Engagement. 2018

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EXERCISE: Preparing to Work with Women as Donors

1. How ready is your organization to embrace fully engaging women as donors?

   _____

   _____

   _____

   _____

2. If your organization is not yet ready for this step, what barriers need to be navigated, and how will you approach navigating them?

   _____

   _____

   _____

   _____

3. How might a women's philanthropy effort stimulate other changes within your development department and the larger organization?

   _____

   _____

   _____

   _____

4. Who are the key stakeholders – internally and externally – needed to turn this vision into reality – and to make it a priority?

   _____

   _____

   _____

   _____

5. What human and financial resources do you currently have and will you need to support this initiative?

_____

_____

_____

_____

6. What is your initial strategy to begin or increase your efforts toward engaging women as donors?

_____

_____

_____

_____