EFFECTIVE PROFESSIONAL FUNDRAISING LEADERSHIP

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SECTION 1
Introduction and Outline of the Study

1.1   Introduction

While experts identify leadership as a key ingredient for success in fundraising, the question of what specific leadership characteristics and approaches are most relevant to fundraising remains unanswered. There has been little examination of what, if any, different characteristics and approaches may exist for successful volunteer leaders and professional leaders in fundraising.

These questions also raise the issue of the recognition of different approaches to leadership in fundraising, and to what degree volunteer and professional leaders perceive and identify differences in their approach to leadership and those of others.

Seymour (1988 p 179) identified the important duality of fundraising leadership when he said *"just as any good pair of scissors needs two blades, with each blade helping to keep the other sharp, so it is that any good fund raising operation needs both kinds of leadership"*

The balance between volunteer and professional leadership is also recognised by other fundraising authors such as Rosso (1996) and Mixer (1993).

However, there is little in Australian fundraising specific or related literature that addresses the issue of leadership. Nor does contemporary discussion, through fundraising industry training and networking programs, expand on this issue to any significant level.

With leadership an agreed success factor in fundraising, it could be argued that a more extensive examination and discussion of leadership styles and approaches is warranted in establishing a deeper understanding of the duality of fundraising leadership, particularly in an Australian context.

This study has the intent of identifying perspectives on leadership in Australian fundraising and to consider a leadership model that may have relevance to the role and expectations of the professional fundraising leader. In particular, this study examines the concept of Servant Leadership, first developed by Robert Greenleaf in 1970, as being relevant to the professional fundraising leader. The potential benefit of this study is to encourage greater awareness of and debate about effective leadership approaches in fundraising with a view to promoting continuing improvements in leadership quality and resultant fundraising outcomes.

1.2   Objectives

The primary objectives of this study are as follows;

- To examine leadership and management styles and approaches in the context of a fundraising environment, with particular reference to the role of the professional fundraising leader;

- To explore perceptions of and approaches to leadership in a contemporary sense as well as in relation to volunteer and professional fundraising leaders;

- To test a case for Servant Leadership being a relevant conceptual model for professional fundraising leaders.

The study is based on a literature review that examines **"Leadership and Management in Fundraising Organisations"**.

This paper discusses fundraising and non-profit organisations as well as management and leadership, ultimately identifying an appropriate leadership approach for professional fundraising leaders. This approach is also considered in the context of Greenleaf's Servant Leadership model with the conclusion that Servant Leadership has application to the role of professional fundraising leaders.

The study then seeks to validate this conclusion in two ways.

Firstly by examination of various contemporary leadership perspectives with the aim of determining the relevance and acceptability of the principles of Servant Leadership in both a broad and fundraising specific leadership context. This examination is based on primary data gathered through interviews with identified leaders in various fields, and secondary data gathered from relevant literature on leadership.

Secondly by the development of a model of Effective Leadership for Professional Fundraising which has the potential for application in fundraising practice. This model is developed from the literature review and the research of contemporary leadership perspectives and is presented for future consideration by fundraising practitioners and others with a specific interest in this field.

Beyond the specific conclusions and recommendations presented in this study, a broader aim of this study is to encourage further examination and debate on effective frameworks and approaches to professional fundraising leadership and in doing so contribute to continuing improvement in the quality and effectiveness of fundraising practice.

SECTION 2
Literature Review

2.1 Leadership and Management in Fundraising Organisations - Introduction

"A leader is best when people barely know he exists,
Not so good when people obey and acclaim him,
Worse when they despise him.
But of a good leader, who talks little,
When his work is done, his aim fulfilled,
They will say: We did it ourselves."

Lao-Tzu

6th century Chinese Philosopher, Lao-Tzu, identified an approach to leadership, which Davidson (1997) describes as non-coercive influence - shaping goals, motivating behaviour and defining culture.

It may be true that Lao-Tzu had a more simple explanation of his view of ideal leadership. A view that puts the leader behind those he leads, rather than out in front, and where rather than being the focus of attention, be it positively or negatively, the leader is hardly noticed. Lao-Tzu may have described his view of leadership as serving to lead.

Some 1400 years after the times of Lao-Tzu, Robert K Greenleaf proposed a theory of Servant-Leadership. A leadership model where serving others – employees, customers, community – is the first priority of a leader.

When Greenleaf first coined the term Servant-Leadership in 1970, the contemporary view of leadership and management had been shaped by the more traditional autocratic and hierarchical models of the time. Models which could be related back to the Scientific Management approach espoused by Frederick Taylor and others, and Henri Fayol's Classical Organisation Theory, both which emerged in the early part of the 20th century.

Greenleaf's identification of the need for a new model of leadership, may have been seen by many as being been ahead of its time, but perhaps he was demonstrating even greater wisdom by re-introducing a time-honoured approach to leadership as timeless as life itself.

McCollum (in Spears 1995) describes servant-leadership as flowing from a spiritual tradition. He identifies the idea in Christian scripture and in the writing of Lao-Tzu. He also suggests that leading-edge scientific research is supporting the theory of servant-leadership in revealing that nature's most successful organisations, plant and biological, are 'self-organising'.

McCollum brings these elements together by saying,

"As we head into the next century, we find contemporary scientific thought and longstanding spiritual thought converging. In that convergence, servant-leadership takes on more profound importance since leadership is about both relationship of an organisation to its environment and about the way in which elements of the organisation relate to each other."

(Spears 1995 p 242)

This convergent view of servant-leadership is relevant to the discussion of leadership and management in fundraising organisations.

This paper seeks to examine leadership and management styles and approaches that are effective within fundraising organisations, specifically focussing on the role of the fundraising professional.

To this end, a central theme of this paper is to develop a case for the servant-leadership model being an appropriate and effective leadership approach for the professional leader in a fundraising organisation.

As part of this discussion, the characteristics of fundraising practice and fundraising organisations will be considered, as well as management and leadership.

2.2   Fundraising

Rosso (1991) describes fundraising as the servant of philanthropy. Philanthropy is a word that comes from the ancient Greeks and means the "love of mankind". However, this definition is broad and open to wide interpretation. Greenfield (1991, p2) presents a more specific view stating ***"… philanthropy promotes the quality of life, it is carried out in a variety of ways, includes the concept of charity and love toward strangers, and requires voluntary actions for the benefit of others".*** Robert Payton is quoted in Rosso (1996, p105) describing modern philanthropy as ***"voluntary action for the public good through voluntary giving, service and association"***. From these descriptions it can be seen that the notion of service to others lies at the core of philanthropy. And, if this is so, it could be argued that leadership in philanthropy is indeed leading through, and by, giving service to others.

While the theme of servant-leadership is evident in philanthropy, in essence an active philosophy, fundraising may present a different case as a host of this theme. As a 'servant of philanthropy', fundraising is both a practice and a process.

Fundraising has a long history, although its historical form was simple. In the contemporary environment, fundraising is a more complex, multi-faceted discipline, which requires the rigour of a business-like approach.

Over the past two decades professional fundraising in Australia has continued to evolve, most particularly in the areas of organisational structure, the people involved, and the level of understanding and expectations that surround it. At a functional level, fundraising remains a people focussed discipline. While various mediums, such as mail, telephone, events and mass communication, are used to convey a fundraising message, a common adage remains that in fundraising, people give to people. The most successful approach in fundraising remains that of one person asking another for a gift, face to face.

Amidst the various media, techniques and vehicles employed in the course of fundraising practice, the one constant remains that of people relating to people. Because successful fundraising relies so much on relationships between people, another element of fundraising practice is the strategic (long-term) approach versus the tactical (short-term) approach.

There are many examples of successful fundraising initiatives that have been undertaken with a view to a short-term return. In the right situation, this is not only an appropriate business strategy, but also an important component of business development. Where fundraising suffers from a short-term view is when unachievable expectations are set for fundraising outcomes, more often driven by immediate needs or last resort responses on the part of Boards or management. The casualties of the short-term view include the optimum fulfillment of fundraising relationships and programs, and eager but inexperienced fundraising professionals who soon become frustrated and ineffective.

Strong and mutually rewarding relationships between people rarely, if ever, develop fully in a short time. A model commonly used to describe the ideal evolution of fundraising relationships is the donor pyramid (figure 1), which illustrates the progression of donor relationships from initial contact through to long term commitment. This progression is supported by a deliberate approach in developing and maintaining relationships. The donor pyramid model also highlights the gradual attrition of aggregate donor numbers over the relationship development process, and the increasing value of those donors who continue through this process. This is important in helping to understand the efficacy of a long-term approach to fundraising, and the continuing need to identify new donors so that the continuum of relationship development is maintained.

Figure 1: The Donor Pyramid

Exhibit 1.2   The Pyramid of Giving
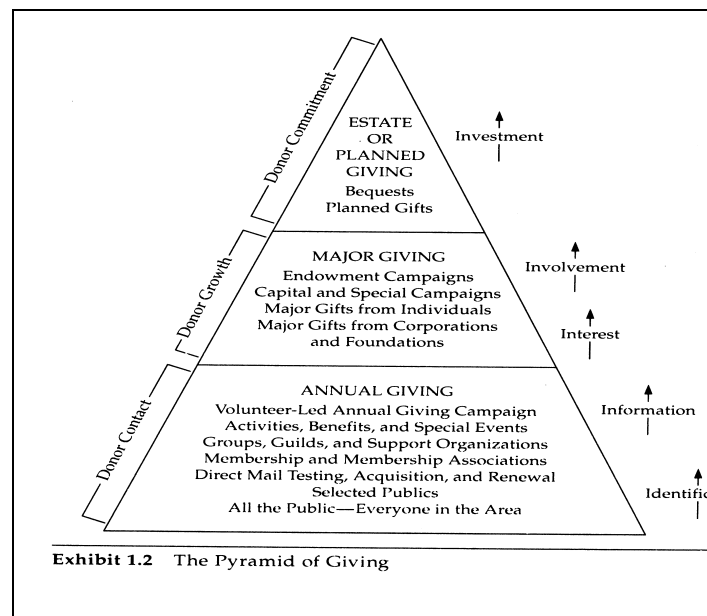
<div align="right">source: Greenfield 1994 p 12</div>

The donor pyramid model is an important platform for the argument that the consideration of management and leadership approaches in fundraising organisations should strongly embrace a people, or relationship, focus and a strategic outlook.

Burnett (1992 p 311) strongly supports this argument, describing fundraising as *"unquestionably a long-term activity"* and advocating that fundraising organisations invest in relationships with no prospect of short-term return. He also states that *"in the future fundraisers will require the vision to see the long-term and the courage to resist the clamouring demands for short-term signs of gain"*. This may well be a clue to the style of leadership most likely to be successful for the fundraising professional in the future.

At a broader level, Kay Sprinkel Grace (in Rosso 1991) describes fundraising practice as a multi-disciplinary function. She identifies specific disciplines such as *psychology, sociology, anthropology, history and economics* as being highly relevant to fundraising practice. The more obvious disciplines of public relations, marketing, accounting, and management can also be included in the composite picture of a fundraising practitioner.

The identification of these various disciplines serves to paint a picture of all that is involved in fundraising. This complex picture adds further weight to the view of fundraising as a long-term process as it begs the question of how can all of these disciplines be mastered in a short time frame.

It also raises a further question for the fundraising professional of how to approach the art of leadership and the science of management within a multi-faceted discipline, a complex organisational environment and a rapidly changing world. Within this context it can be asked whether fundraising is an art or a science?

Rosso (1996 p 120) responds to these questions by saying *"fundraisers must take the wisdom of leadership (art) and apply it to management and administration (science)."* He argues, like Grace, that fundraisers must apply the arts that help in understanding people's interests and concerns, to the structure of planning and sciences of analysis and evaluation.

These perspectives establish a basis upon which to further examine approaches to leadership approaches of the fundraising professional, but before examining management and leadership approaches it is also important to consider the organisational environment in which the fundraising professional works.

2.3   Fundraising and Non-Profit Organisations

According to Drucker (1990 p ix), *"forty years ago no one talked of 'non-profit organisations' or of a 'non-profit sector'."* He identifies that while non-profit organisations have always been around, it is only in the last forty to fifty years that people have realised that these, often diverse, organisations have something in common. Drucker (1990) argues that just as business produces goods and services, and government produces effective policies, the 'product' of a non-profit organisation is a *'changed human being'*. He also identifies the historical diffidence non-profit organisations have had in embracing management principles and practices and the challenges faced in establishing a valid bottom line(s).

While Drucker's references relate to the United States, his comments also reflect the experience in Australia. The last two decades have seen a significant development in Australian non-profit organisations where major changes have occurred in the management, leadership and structure of non-profit organisations. Griffin (1996 p 24) sums up the need for this change in identifying that while non-profit organisations do *"not have to be profitable to attract investors, they must still employ sound management practices if they are to survive and work toward their goals. And they must handle money in an efficient and effective way."*

It is these and other external factors, such as government funding relationships and stakeholder (including donor) expectations, which have contributed to the changes in the Australian non-profit sector over in the last 20 years. Observations of non-profit organisations over this period clearly show this shift, and while fundraising is only a part of the non-profit landscape, it is an area where these changes are most evident.

The implications for management and leadership in fundraising (non-profit) organisations are this. In the face of increasing internal demands, external forces and continuing resource limitations (a constant reality), non-profit (and fundraising) professionals must identify management and leadership approaches that serve their organisation's people and programs with maximum efficacy.

Resource limitations in non-profit organisations demand even greater stewardship of those resources integral to success than in business or government organisations. While this point may be debated, the observation is made that typically, non-profit organisations find themselves needing to do more with less.

What is evident is that broadly, and specifically in fundraising, a non-profit organisation's greatest resource is people - staff, volunteers, donors and advocates. On this basis, an effective and responsive management approach will position the organisation for success, but in this non-profit and fundraising environment, it is leadership that will define the organisation and deliver results.

2.4   Management and Leadership

Management and leadership are terms that are sometimes interchanged, so in a discussion of management and leadership it is important to clarify the difference between what is meant by both terms.

In any organisation, sound leadership and management are both vital ingredients for success. French and Bell (1999 p 272) sum this up succinctly in quoting Kotter, who says, *"both effective leadership and management are essential … if organisations are to be successful for the long term."*

They also referring to Kotter to illustrate the difference between management and leadership, describing management as involving *"'organising and staffing', 'planning and budgeting' and 'controlling and problem solving'*, where as leadership is more about *"'establishing direction', … 'aligning people,' … and 'motivating and inspiring'"*. From this distinction, there is an emerging view of two operating levels for management and leadership, with management being more concerned with function and leadership related to vision.

This distinction is further explained by Griffin (1996 p 505), who sees leadership and management as being *"clearly related, but they are not the same".* He states that *"a person can be a manager, a leader, both, or neither".* Griffin (1996 p505-6) also refers to Kotter's distinctions between management and leadership, stating that *"when executing plans, managers focus on monitoring results, comparing them with goals, and correcting deviations. In contrast, the leader focuses on energising people to overcome bureaucratic hurdles to help reach goals."*

Identifying specific management and leadership skills helps in furthering an understanding of the differences between the two disciplines. Bethel, writing in Spears (1995 p 137), lists the following management and leadership skills to serve as a comparison, and in doing so further supports the illustrations of Griffin, Kotter and others.

<u>Management Skills</u>	<u>Leadership Skills</u>
Directing and controlling	**Supporting**
Making decisions	**Empowering**
Thinking creatively	**Inspiring creatively**
Listening	**Ensuring Understanding**
Solving Problems	**Anticipating Problems**
Implementing technology	**Humanising technology**
Avoiding risks	**Inspiring risk taking**

To summarise the difference between management and leadership, one description is that management is about *'functioning effectively'*, while leadership is about *'inspiring vision'*. Breaking management and leadership down to simply *'function and vision'* may be an oversimplification, but this may be helpful in further exploring the effective application of management and leadership in fundraising.

2.5   Management

Management has been defined as:

"… a set of activities (including planning and decision making, organising, leading, and controlling) directed at an organisation's resources (human, financial, physical, information) with the aim of achieving organsational goals in an efficient and effective manner" (Griffin 1996 p 5)

This definition is consistent with the earlier description of management provided by Kotter, and importantly, highlights a contemporary and most commonly referred to description of management processes, being *planning, leading, organising and controlling.*

This definition may also suggest that leadership is a management process rather than a discipline that lies beyond management. While this may be argued, it could be suggested that it is at this point that management and leadership converge, and the extent to which a manager exercises leadership will depend on factors such as their role, responsibilities, personality, and situation.

Having defined management, Griffin (1996) defines a manager as someone who has the responsibility of carrying out the management processes. He identifies that managers operate at many levels and in many functions within an organisation, and this is relevant to a fundraising application.

In concluding this broad review of management, it is also pertinent to consider managerial roles and skills.

Griffin (1996) refers to Mintzberg's conclusions that managers play ten different roles which can be summarised into three categories – **interpersonal (*figurehead; leader; liaison*)**, **informational (*monitor; disseminator; spokesperson*)**, **decisional (*entrepreneur; disturbance handler; resource handler; negotiator*).**

Davidson (1997) also identifies managerial skills as categorised by Katz. They are **technical, interpersonal, conceptual** as well as **diagnostic** and **analytical** skills.

This brief theoretical background to management practice is intended to serve as a comparison in discussing effective management approaches in fundraising organisations.

2.6   Management and Fundraising Practice

In describing fundraising earlier in this paper, management was identified as a discipline that may be included in the role of a fundraising practitioner. There is significant support in contemporary fundraising literature for this observation.

Mixer (1993 p 145) draws a link between contemporary management practices and a fundraising application in observing that a ***"well-run development (fundraising) office uses these managerial functions systematically in its operation"***. The functions to which Mixer refers are ***"planning, organising, staffing, directing, monitoring, and assessment."***

Rosso (1996 p 120-5) identifies a structure for fundraising which consists of ***"analysis, planning, execution, control and evaluation"***, while Seymour (1988), one of the pre-eminent fundraising authors, emphasises **preparation, planning, goal setting, reporting and evaluation** as vital elements of the fundraising process.

Tempel, writing in Rosso (1991 p 26-27) sees ***"fundraising as a management process"*** and adds that fundraising managers are under increasing scrutiny to account for themselves and show to the public that they are good stewards of donated funds. He continues to say that effective fundraising management requires a comprehensive view of the organisation's constituency, ***"a mastery of professional technical skills"***, and ***"the ethical values that protect philanthropy"***.

Grace, also writing in Rosso (1991 p 140-1), states that ***"fundraising is a complex management function"*** and identifies ***"that most fundraising managers are familiar with basic management principles"***.

There is clear agreement about the application of management processes in fundraising management. But what, if anything differentiates fundraising management? And are, as Grace suggests, most fundraising managers familiar with basic management techniques?

Grace may help to answer the first question through her observation that,

"… one of the most important areas within that function is the productive management of people involved with fundraising. As with effective fundraising, effective people management is about relationships. In fundraising management, these relationships are diverse and multidimensional" (Rosso 1991 p 140)

The importance of people and relationships in fundraising has already been identified in this paper. It therefore follows that people and relationships form a defining feature of fundraising management, and this comment by Kay Grace serves to emphasise this point.

It could be suggested that this is also the point at which fundraising management and leadership connect. While the other management processes of planning, organising and controlling are critical in preparing for fundraising success, the major determinant of success in fundraising is in fact the management and leadership of people and relationships.

Grace suggests most fundraising managers familiar with basic management principles. This may be the case in the United States, which is Grace's primary sphere of focus in her writing, although, if this is the case, it may be a more recent evolution.

Drucker (1990) identifies that the notions of leadership and management in non-profits (and therefore fundraising) have grown rapidly in the last twenty years. In Australia, this evolution has been much more recent, and it remains arguable as to the extent to which fundraising managers are familiar with and indeed practice basic management principles.

Historically, most Australian fundraising practitioners have moved into fundraising from other vocations or professions, often several. While some have come from related disciplines, and others from management backgrounds in other industries, the understanding of fundraising practices and techniques, coupled with the most effective management approaches, has proved challenging for many. Particularly when coupled with vague or conflicting expectations at Board or senior management level.

Fundraising training has predominantly been in-service and industry provided, with an emphasis on techniques and skills over management, leadership and other more global perspectives. So approaches to fundraising management have been largely based on management experiences gained in other environments not all of which are directly transferable to fundraising, or on an observed or experiential gathering of management skills or resources.

While either of these approaches provide sufficient service in many areas, it is the key element of people and relationship management, that has been identified as critical to fundraising, which has arguably suffered the most from a lack of management study in fundraising.

This is not to say there are not examples of good fundraising management in Australia practice, in fact there are many, and as fundraising professionals and managers continue to extend their focus and learning, this is area which is currently experiencing continuing improvement.

Right now however, Grace's observation remains arguable in its Australian application.

2.7   Leadership

While management is relatively easy to define, explaining leadership is more complex. What is generally agreed is that leadership will take on different forms and characteristics depending on the situation, the needs, the people and the relationships.

This paper has already identified that leadership is about giving direction, supporting and empowering people, and providing inspiration and motivation, condensing this into a perhaps oversimplified summary of *'vision'*. In discussing leadership and its application to fundraising organisations a more extensive examination of leadership styles and approaches is warranted.

Griffin (1996 p 505) summarises leadership by identifying a leader as **"a person who can influence the behaviour of others without having to rely on force; a person accepted by others as a leader."** Lassey and Sashikin, quoted in Radbourne (1999 p 10), expand on Griffin's summary, defining leadership as, **"a role that leads to goal achievement, involves interaction and influence, and usually results in some form of changed structure, or behaviour of groups, organisations, or communities."**

These summaries help us to understand leadership at a broad level and what leadership may help to achieve. They also provide a pointer to the behaviour of leaders and the understanding of power in leadership. McClelland's (Luthans 1977 p 433) observation takes us a step beyond this, commenting **"… if we want to understand better effective leadership, we may begin by**

studying the power motive in thought and action." Griffin (1996 p 507) makes the same point, describing power as *"the ability to affect the behaviour of others".*
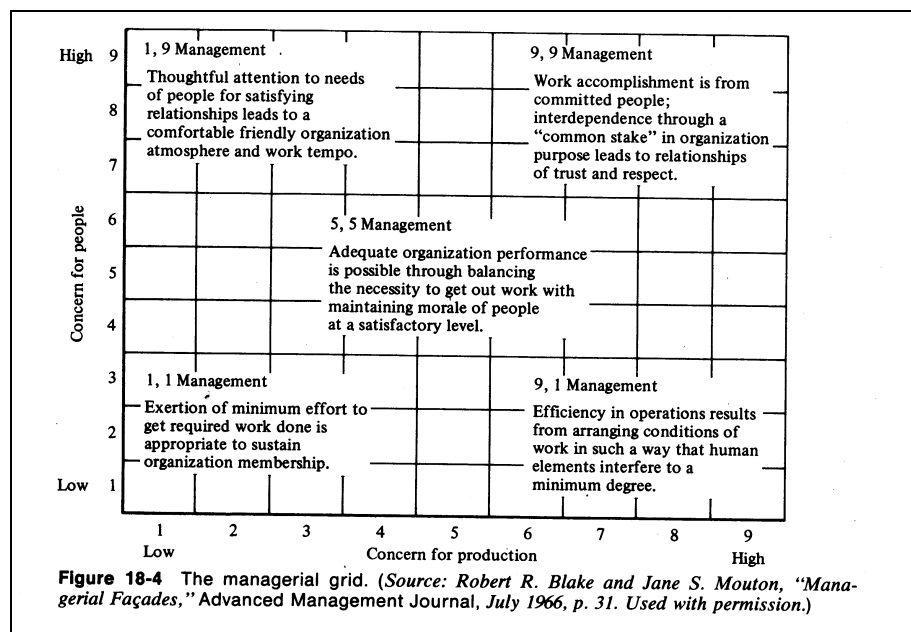
Leadership texts identify five primary types of power in organisational settings – **legitimate, reward, coercive, referent and expert** (refer to *Appendix 1* for a summary of these points). A leader may exercise one or several of these types of power. In understanding leadership, it is important to understand that these different types or uses of power in an organisation can be good or bad, depending on the situation and the people. The selection of appropriate approach in the use of power is critical to leadership success.

In addition to the consideration of power, an important conceptual basis in understanding leadership is the identification and understanding of leadership styles. Historical leadership studies have attempted to examine leadership on the basis of traits and then later on the basis of leadership behaviours. The study of behaviours identified two basic forms of leadership behaviour, **job-centred (or task) and employee-centred (or relationship).**

This concept is expanded in the leadership grid developed by Blake and Mouton (figure 2). This model identifies these two key dimensions for leadership, task and relationship, and identifies leadership styles relevant to these two dimensions. A leader can identify their style in relation to this model and this is important in developing an understanding of individual leadership approaches and their likely success in different situations.

The Blake and Mouton model provides an important foundation for the further consideration of leadership styles, but there are two additional and important leadership considerations beyond the dimensions of the Blake and Mouton model to be factored in the discussion of leadership. These considerations are the situation in which the leader is placed and the effectiveness of leadership of the leadership approach adopted.

Figure 2: Blake and Mouton Managerial Grid

Figure 18-4 The managerial grid. (*Source: Robert R. Blake and Jane S. Mouton, "Managerial Façades,"* Advanced Management Journal, *July 1966, p. 31. Used with permission.*)

source: Luthans, 1977, p450

Fiedler, quoted in Taylor (1977 p 280), made the observation *"that leadership depends on the circumstances of the situation"*. He identified that *"effective leadership depends primarily on the proper match between the leader's style of interacting with other group members and the degree to which the situation gives control and influence to the leader."*

Fiedler's situational based model for leadership effectiveness expanded on the concept of task and relationship leadership styles, by applying a situational context to identify the most effective styles in different circumstances. Fiedler identified that a task directed leadership style was most

effective in very favourable or very unfavourable situations, while a relationship directed style was most effective in moderately favourable or unfavourable situations.

Fiedler (Luthans 1977, p442-3) described situational favourableness by identifying three dimensions, the leader-member relationship, the degree of task structure, and the leader's position power obtained through formal authority, identifying that situations are favourable to the leader if all three dimensions are high.

Hersey and Blanchard added another dimension to the concept of situational leadership by considering the maturity of the group being led. Based on the task and relationship quadrant (as identified by Blake and Mouton), Hersey and Blanchard identify specific task/relationship leadership behaviours most effective in differing situations of follower maturity. Their theory is illustrated in the following model.

Figure 3: Hersey and Blanchard Situational Leadership Model
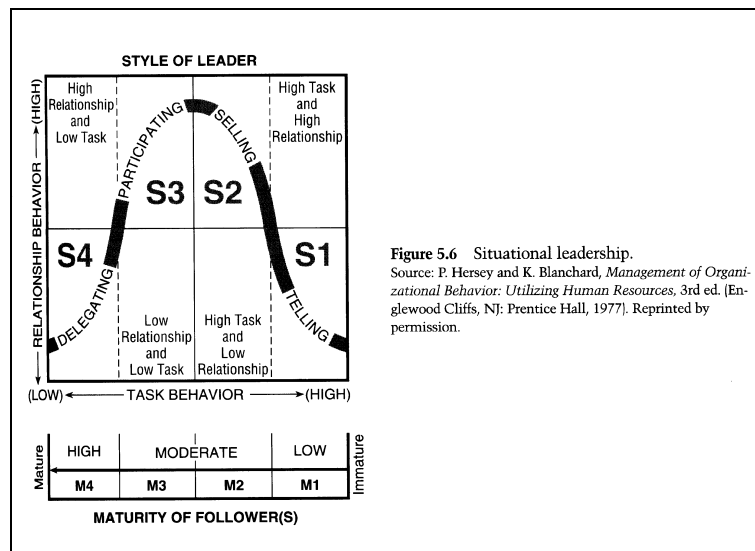
Figure 5.6 Situational leadership.
Source: P. Hersey and K. Blanchard, *Management of Organizational Behavior: Utilizing Human Resources,* 3rd ed. (Englewood Cliffs, NJ: Prentice Hall, 1977). Reprinted by permission.

source: Johnson & Johnson, 1997, p 205

The task and relationship based leadership styles identified by Blake and Mouton, and referred to in other leadership models, form a standard for the discussion of leadership. These styles are identified in various ways, with another common classification of leadership styles being **authoritarian** (high task, low relationship), **democratic** (high task, high relationship) and **laissez-faire** (low task, low relationship). These classifications emerged from Lippitt and White's studies of the late 1930's (Luthans 1977 p 434), and are expanded by Schermerhorn who adds a fourth, **human relations** (low task, high relationship) leadership style, to complete a model of leadership styles in non-profit organisations.

Figure 4: Schermerhorn's Non-Profit Leadership Model

Four Leadership Styles

	Supportive or human relations leadership	Paticipative or democractic leadership
	High concern for people low concern for task	High concern for people; high concern for task
	Abdicate or laissez faire leadership	Directive or autocratic leadership
	Low concern for people; low concern for task	Low concern for people; high concern for task

Concern for people — High / Low

Concern for taks — Low / High

Source: John R. Schermerhorn, Jr., *Management for Productivity*, 2nd ed., New York: John Viley and Sons, 1986.

source: Radbourne, 1999, p 11

Extending the consideration of leadership styles, Reddin adds the element of effectiveness. His model helps us to understand not only leadership approaches, once again based on the task and relationship dimensions, but also those which are effective, and those which are not.

Reddin's model (figure 5a and 5b) takes a three dimensional view of leadership by considering approaches which are effective and ineffective and takes into account the theoretical elements of the leader, group and situation. According to Luthans (1977 p 452), Reddin's approach *"stresses that the manager should have an adaptive style that leads to effectiveness".*

This statement highlights the need for leaders to vary their style, or approach, depending on circumstances. At the same time, the various leadership models identified highlight the need for leaders to maintain a core approach to leadership that is related to their individual abilities, the group, the situation, and the task.

Figure 5a & b: Reddin's 3D Model of Leadership Effectiveness

Figure 5a

Figure 18-5 Reddin's 3-D model of leadership effectiveness. (*Source: Adapted from W. J. Reddin*, Managerial Effectiveness, *McGraw-Hill Book Company, New York, 1970, p. 230. Used with permission.*)
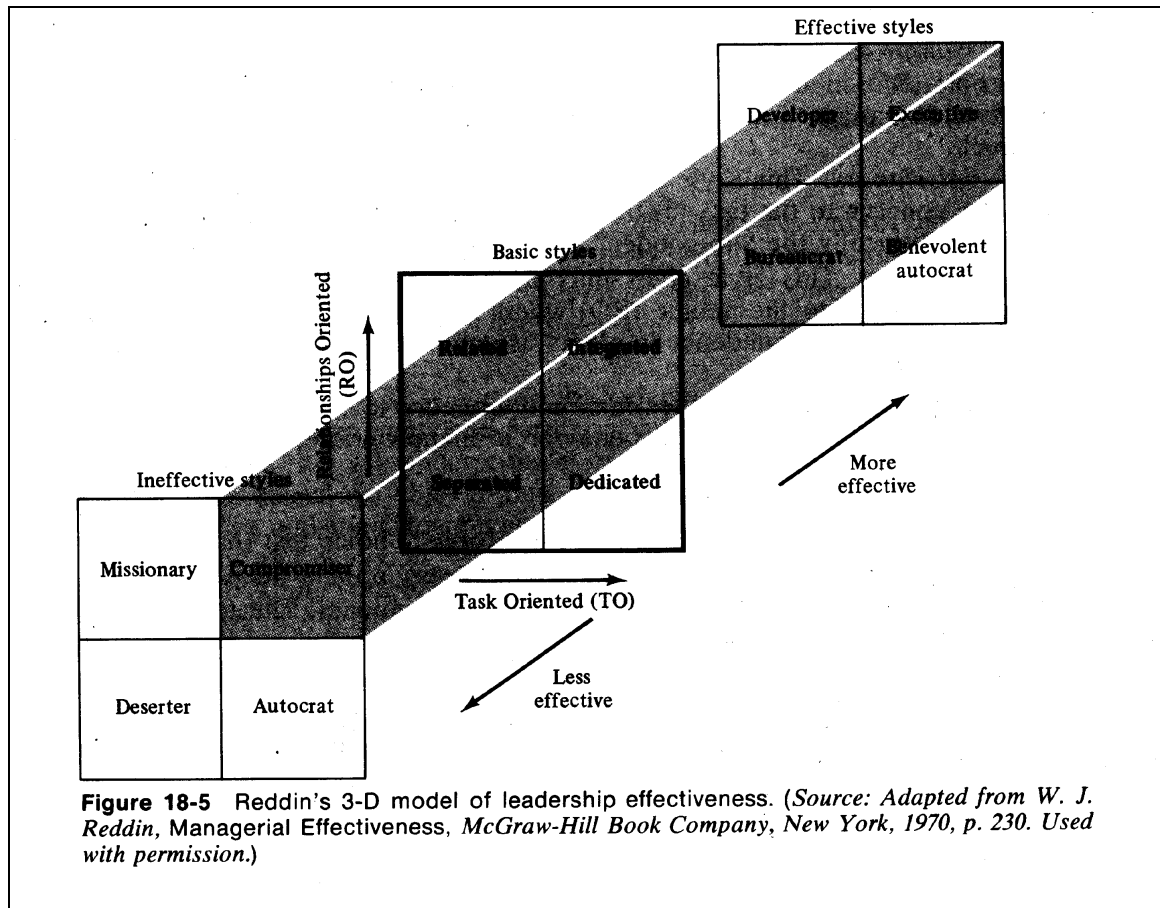
Effective Styles

1 *Executive.* This style gives a great deal of concern to both task (TO) and people (RO). A manager using this style is a good motivator, sets high standards, recognizes individual differences, and utilizes team management.

2 *Developer.* This style gives maximum concern to people (RO) and minimum concern to the task (TO). A manager using this style has implicit trust in people and is mainly concerned with developing them as individuals.

3 *Benevolent Autocrat.* This style gives maximum concern to the task (TO) and minimum concern to people (RO). A manager using this style knows exactly what he or she wants and how to get it without causing resentment.

4 *Bureaucrat.* This style gives minimum concern to both task (TO) and people (RO). A manager using this style is mainly interested in the rules and wants to maintain and control the situation by their use but is seen as conscientious.

Ineffective Styles

1 *Compromiser.* This style gives a great deal of concern to both task (TO) and people (RO) in a situation that requires only emphasis on one or neither. This style of manager is a poor decision maker; the pressures affect him or her too much.

2 *Missionary.* This style gives maximum concern to people (RO) and minimum concern to the task (TO) where such behavior is inappropriate. This manager is typically the "do gooder" who values harmony as an end in itself.

3 *Autocrat.* This style gives maximum concern to the task (TO) and minimum concern to the people (RO) where such behavior is inappropriate. This manager has no confidence in others, is unpleasant, and is interested only in the immediate job.

4 *Deserter.* This style gives minimum concern to task (TO) and people (RO) in a situation where such behavior is inappropriate. This manager is uninvolved and passive.

source: Luthans, 1977, p 452

Figure 5b

NB: Basic styles identified in figure 5a are Related; Integrated; Separated; Dedicated

From the various theories and models describing leadership, it can be identified that leadership is based on influence and power, there are some core behaviours and styles which are common to leadership, and importantly, certain leadership styles or approaches are more effective than others.

Consideration of the application of leadership in fundraising organisations must include reference to the broad leadership styles identified and their effectiveness in a fundraising organisation environment . Reddin's model is particularly helpful in this regard.

2.8 Leadership and Fundraising Practice

It is also important to state that this paper is primarily concerned with leadership exercised by the fundraising manager, as opposed to specifically addressing the role of volunteer in fundraising leadership. However, much of what is written about leadership in a fundraising context applies to the volunteer leader, which in-itself highlights a need for more extensive discussion on professional fundraising leadership.

Notwithstanding this, many comments and observations about leadership and fundraising are relevant to both volunteer and professional contexts. Seymour (1988 p 4) provides insight into

fundraising leadership in both contexts, saying leaders' ***"light the way, originate action, take the responsibility, establish the standards, create the confidence, sustain the mood, and keep things moving".*** He adds that leaders are rare, not just in fundraising but in any human endeavour, and are never more than 5% of any group.

This description is certainly relevant to the fundraising professional, and picks up many of the elements of fundraising and non-profit organisations we have already identified.

Seymour also addresses the issue of leadership duality in fundraising, lay (voluntary) leadership and staff (professional) leadership. He says,

"Just as any good pair of scissors needs two blades, with each blade helping to keep the other sharp, so it is that any good fund raising operation needs both kinds of leadership"
(Seymour 1988 p 179)

Here we see an important dimension of leadership by the fundraising professional. The role of leading staff, and the adoption of appropriate and effective styles, and the role of supporting, while still leading, the voluntary leaders of the organisation.

This is a leadership challenge that could be seen as peculiar to fundraising professionals.

It could be said that the more successful that the fundraising professional is in supporting volunteer leadership in fundraising, the more invisible they become. This is a genuine dilemma for fundraising professionals, as the successful volunteer, in believing they truly did do it themselves, begins to wonder why they really need the fundraising professional! Of course, an educated and informed volunteer will understand the input of the professional, but this perspective remains the dichotomy of successful professional fundraising leadership.

Mixer identifies four distinct leadership styles in non-profit organisations, styles that reflect a tendency toward dominance or participation. Mixer's model resembles closely Schermerhorn's, discussed earlier. He also discusses the work of Blake and Mouton and Hersey and Blanchard, and this provides a link between fundraising and contemporary leadership and management theories.

Figure 6: Mixer's Model of Leadership Styles in Non-Profit Organisations
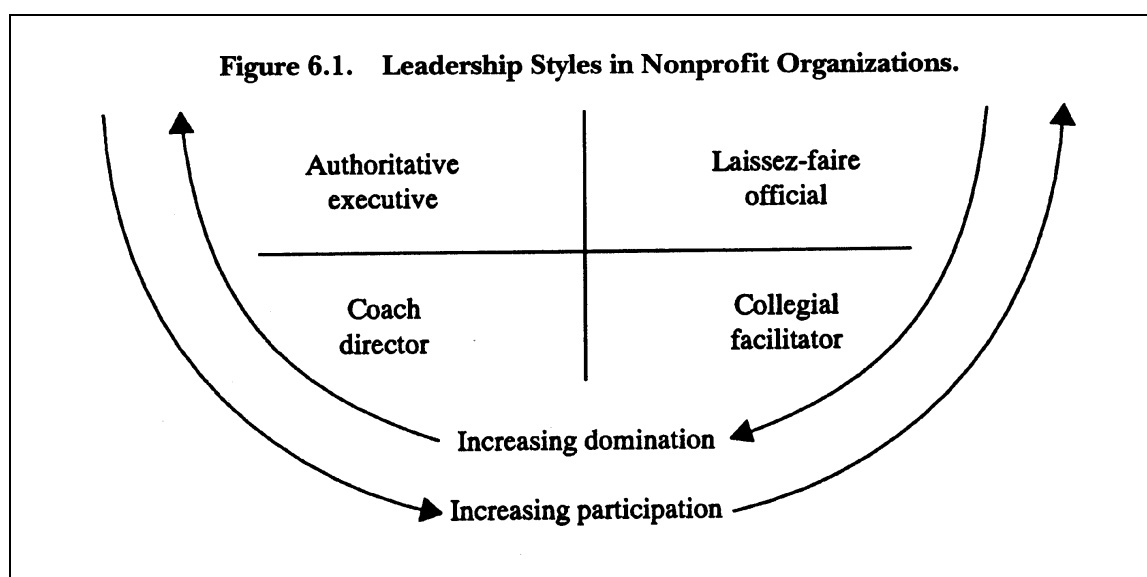
source: Mixer, 1993, p 153

The leadership styles identified in Mixer's model can be directly related to others already identified in this paper, as illustrated below.

Mixer	Blake & Mouton	Schermerhorn	Reddin (Effective)
Authoritive	*High Task, Low Relationship*	*Autocratic/ Directive*	**Benevolent Autocrat Executive**
Laissez-faire Official	*Low Task, Low Relationship*	*Laissez faire/ Abdicate*	**Bureaucrat**
Collegial Facilitator	*Low Task, High Relationship*	*Human Relations/ Supportive*	**Developer**
Coach Director	*High Task, High Relationship*	*Democratic/ Participative*	**Executive**

This tells us that fundraising leadership styles parallel those referred to in a broader leadership context. But what defines fundraising leadership?

Drucker (1990 p 13) brings us closer to this understanding when he talks of the role of leadership having three dimensions. He says that *"the role has to fit you – who you are",…"fit the task",… and "fit expectations".*

In examining this statement more closely, it is logical that there needs to be a match between the role and the person, as well as the task, but what is meant by expectations?

This may be answered in another observation of Drucker's (1990 p14), where in discussing leadership he says that *"you have two things to build on: the quality of the people in the organisation, and the demands you make on them".* As well as the leader and the task, Drucker (1990 p 14) identifies people and their expectations as an important dimension of leadership. He argues *"that the leaders who work most effectively, never say or think 'I', they think 'we' and they think 'team'".* Drucker (1990 p 20) emphasises his view in stating that *"a leader has responsibility to his subordinates, to his associates"* and calls on leaders to *"keep your eye on the task, not on yourself … you are a servant".*

These observations of Drucker's introduce an interesting perspective of the role of the leader, and the notion that the successful leader is one who serves the expectations of others.

At this point the theme of people and relationships being central to fundraising management and leadership is again evident and there is a distinct link to the concept of Servant Leadership and the words of Lao-Tzu, discussed in the introduction to this paper.

Rosso also identifies this link and specifically identifies the concept of Servant Leadership in this reference to Robert Greenleaf,

"… he believed that servant leadership tends to draw allegiance from others in response to the clear servant status of the leader. The best leader, in his view, is the one who leads not from power but from primary motivation to serve. Thus, the leader who begins with a genuine desire to serve others is the one who demonstrates sterling qualities of leadership."

(Rosso 1996 p 27)

In these comments, Rosso links the concept of servant-leadership to a fundraising context. Taking this link one step further, it could be argued that the high relationship styles of leadership were most aligned to the concept of Servant Leadership and therefore most likely to be successful in fundraising.

If we refer to Reddin's model of effective leadership styles, it can be seen that those that have a strong relationship orientation, and are therefore more relevant to a fundraising application, are consistent with the notion of servant-leadership. The **Executive** and **Developer** styles emphasise motivation and team building in the first instance, and trust and development of people in the second.

Both leadership styles are highly relevant to fundraising management, and would be generally effective depending on the maturity of the team. While a case could be argued for the **Benevolent Autocrat** and **Bureaucrat** styles in certain situations, the lack of relationship focus would generally limit the effectiveness of these styles.

Here a link has been developed between a formal leadership model and leadership styles effective in a fundraising environment and the concept of servant leadership. Further support be found for this proposition from recognised management, leadership and fundraising authors.

In summing up an interview with Max De Pree about leadership in non-profit organisations, Drucker says that De Pree,

… stressed something we are not hearing very often, when you talked about the indebtedness of the leader; that the leader starts out with the realisation that he and the organisation owe; … the customers, the clients, the constituency, …the followers … . And what they owe is really to enable people to realise their potential, to realise their purpose in serving the organisation.   (Drucker 1990 p 32)

The theme of indebtedness parallels that of service and supports the servant-leadership theory. Rosso sums up this theme, as it applies to fundraising professionals and the leadership they exercise.

"As fundraisers, we are sensitive professionals, not just technical practitioners. We are reflective in our service, and we are servant leaders to the community, to the donors, to the clients who need the services of our organisations. The word servant in this context is not demeaning; it does not diminish our professional image. It does require us to ask ourselves at regular those penetrating questions: Am I doing my job right? Am I fulfilling my responsibility to the institution?"
(Rosso 1996 p 167)

The link between the theory of servant-leadership and the consideration of approaches to management and leadership in fundraising organisations is completed by further examination of the theory of servant-leadership.

Spears (1995 p 3-4) summarises Greenleaf's servant-leadership model as emphasising *"increased service to others, a holistic approach to work, a sense of community, and a shared decision making power"* and *"a long term transformational approach to life and work, in essence, a way of being that has the potential to create positive change throughout our society."*

Additionally, Spears (1995 p 4-6) identifies ten characteristics of the servant-leader as; **listening; empathy; healing; awareness; persuasion; conceptualisation; foresight; stewardship; commitment to the growth of people; building community** (refer to *Appendix 2* for an expanded summary of these characteristics).

Both this approach and its characteristics sit comfortably with philanthropy –'the love of mankind' – and as fundraising is the servant of philanthropy, a case exists for the servant-leadership model to be an appropriate and valuable standard for professional fundraising leadership.

If we follow this view we can see than it is not only acceptable to stand behind as well as in front to lead, it is both desirable and truly effective.

2.9 Contemporary Fundraising Leadership

Having discussed servant- leadership as a relevant model for leadership in fundraising organisations, the question remains as to whether this model has already found a place in contemporary Australian fundraising practice.

There are no definitive studies on management and leadership approaches in Australian fundraising organisations. However, from observation of management and leadership approaches over the past 20 years, it is evident that the notion of servant-leadership has not been embraced, or even identified, in Australian fundraising management.

One reason for this is the limited study of fundraising management and leadership referred to earlier in this paper and therefore the identification of this or other specific leadership approaches. There are fundraising managers who practice a leadership style, which could be seen to resemble servant-leadership, although they would most likely not identify it as such.

Another would be the perception of the term servant-leadership. This may be a particularly Australian problem, but the notion of 'servitude' sits uncomfortably for many in Australian culture. Rosso (1996) even touches on this point when he states that in this context the term is not demeaning. However there remains a level of egalitarianism in Australian culture which tends to challenge the quick acceptance of more philosophical concepts such as servant-leadership and philanthropy.

Having identified this issue, there is also reason to suggest that, in time, Australian fundraising managers would be disposed to acceptance of the servant-leadership concept, given appropriate opportunity for thought and exploration of the idea. Australians in fundraising, as in many other domains, have always demonstrated a capacity to embrace concepts, adapt and lead thinking and practice in many areas.

If this is the case, then time for this notion of leadership may not be far away. Observation of leadership approaches of fundraising managers would suggest that there is still a heavy emphasis on personality based leadership. This is not necessarily a bad thing, indeed there are good examples of highly successful organisations led by people who have strongly stamped their personality on the organisation and its leadership style. But just as leadership theory has moved on from trait and behaviour based concepts of leadership, greater understanding of leadership theory may see a move away from the personality emphasis sooner than later.

When considering the leadership models identified in this paper, and particularly Reddin's model of effective leadership styles, against observed examples of leadership in fundraising organisations, examples of both ineffective and effective styles can be found.

Even successful organisations, led by a strong personality, will show some elements of ineffective leadership styles. In this environment, for example, Reddin's **'Autocrat'** can be found, where overall success often mask problems which result in regular staff turnover and low morale. The question in this situation is just how much more effective the organisation could be if a more effective style, such as '**Benevolent Autocrat'** or '**Executive**' was used, and the concepts of servant-leadership were readily embraced.

The test of these organisations often occurs when the strong or powerful leader moves on, often after a long tenure.

Fundraising organisations have also been domains for Reddin's '**Compromiser**' and '**Missionary'** style leaders, particularly the later. This is often a result of well intentioned, philanthropically inclined people moving into a domain which is literally beyond them as they have sought to do 'good work'.

As professional fundraising leaders continue to explore the options and challenges of leadership, models such as servant-leadership will become more apparent. A driving factor in this is the core notion of effective fundraising being about the management and leadership of people and relationships above all other important management functions.

This will occur as professional fundraising leaders continue to understand more about people and look to those around them as their greatest resource. This will mean greater care and stewardship of this resource, a notion that is also gaining momentum in other more mainstream applications of management and leadership.

Mary Cooper (1999) identifies the problem of the '***corrosive leader'***, a leader who pursues a coercive power approach with little or no regard for relationships in the process. While this is by no means an uncommon leadership style, organisations and the community are beginning to sit back and address the real cost of this style, in human and dollar terms.

At this point the concept of servant-leadership becomes more attractive as the benefits can be seen, not just in terms of developing people, but in developing businesses in return. Of course this applies to the non-profit sector and fundraising, which has its share of 'corrosive leaders'.

2.10 Summary

This section of the paper has considered a particular leadership model, servant-leadership, in the process of examining management and leadership in fundraising organisations. The purpose for this has been, in the course of identifying management and leadership approaches in fundraising, to highlight a model which is both relevant to the concept of philanthropy, and which most effectively enhances that defining resource available to fundraising managers and leaders – people and relationships.

This paper has identified servant-leadership, a concept first developed by Robert K. Greenleaf in 1970, as a leadership philosophy matched to philanthropy, its servant in fundraising, and the people and communities being served. It has also made a case for contemporary models of management and leadership being highly relevant to fundraising practice and its management.

But above all, it puts the case that the most effective professional fundraising leader is someone of whom, in the words of Lao-Tzu,

> *"When his work is done, his aim fulfilled,*
> *(the people) will say: We did it ourselves."*

SECTION 3
Methodology

3.1   Purpose of Literature Review

A central theoretical basis for this study is provided in the literature review. The literature review examines fundraising, management and leadership with a view to developing a case for Servant Leadership as a relevant and appropriate conceptual framework in professional fundraising leadership.

The paper seeks to develop an understanding of philanthropy, fundraising and non-profit organisations as well as identifying key factors of success in fundraising practice from accepted fundraising literature. Several significant conclusions are drawn from this discussion.

The identification of leadership in philanthropy as leading through service to others is relevant to the development of an argument for Servant Leadership being relevant to fundraising. So to is the suggestion that fundraising leadership should embrace both a relationship focus and strategic outlook.

A further element to be drawn from this discussion is that fundraising practitioners must blend people and relationship skills with a structured management approach to achieve optimum success.

From this background, the paper moves to a discussion of management and leadership, identifying contemporary leadership models. In discussing both management and leadership, the paper also draws out a specific application to fundraising practice. This discussion ultimately develops a link between leadership models, a relevant operating framework for fundraising leadership within these models, and an application for Servant Leadership as a conceptual foundation for this ideal operating framework.

Having developed the elements for an appropriate leadership framework that reflects the key issues and success factors identified for fundraising practice and professional fundraising leadership, the paper examines this in the context of contemporary fundraising leadership. This discussion provides additional support for the argument that Servant Leadership is a relevant and appropriate conceptual basis for professional fundraising leadership.

In moving through a discussion of fundraising, management and leadership, and in building a case for the identified conclusions, the literature review establishes a foundation for the development of model for Effective Leadership for Professional Fundraising.

3.2   Exploration of Existing Models and Concepts

With the establishment of a theoretical framework in the literature review, the second key function of this study was to examine more practical perspectives of contemporary leadership. This was a critical step in determining the relevance of and support for the theoretical arguments developed in the study and the ultimate validation of a model for Effective Leadership for Professional Fundraising.

Perspectives on leadership and future challenges for leaders were gathered through primary and secondary research techniques, with the aim of comparing these views with the leadership perspectives identified in Servant Leadership based conceptual models. This step was critical in establishing a basis for the application of Servant Leadership in broader leadership thinking and building a case for the acceptance of this concept in a fundraising context. The basic premiss of this approach was that if the concept has broad acceptance, it is more likely to be adopted within fundraising as a contemporary concept

The primary research also sought to identify the recognition of leadership issues within non-profit and fundraising environments as well as testing the recognition of the concept of Servant

Leadership. This information was relevant in providing additional validation of a link between contemporary leadership and Servant Leadership, as well as identifying potential issues that may impact on the acceptance of the leadership model developed from this study.

The primary research was undertaken through a series of interviews conducted with identified leaders in different fields, all of whom have some link with non-profit organisations, although they were not specifically selected for this reason. A more detailed explanation of the rationale in approaching these interviews including the design of the interview format and the selection of the interviewees is contained in Section 3.3 of this paper.

Secondary research was gathered from responses to interviews with Australian CEOs on leadership published by Sarros & Butchatsky (1996). Sarros and Butchatsky was selected as a highly relevant and comprehensive source, as it contained direct transcripts from detailed interviews with 24 high profile Australian CEOs of the 1990's. This presented an ideal opportunity to consider the broader question of leadership in an Australian context, and develop a comparison with the results of the interviews conducted with leaders specifically for this project.

A summary of leadership characteristics and future challenges for leaders identified by Australian CEOs interviewed by Sarros and Butchatsky is presented in *Appendix 4.*

This information was supplemented by Servant Leadership perspectives taken from Spears (1995) and DePree (1991), with a view to developing a comparison between what would be regarding as mainstream, practitioner based leadership thinking, and the views of accepted Servant Leadership proponents.

A summary of Servant Leadership characteristics is presented in *Appendix 2* and DePree's leadership checklist is presented in *Appendix 5.*

3.3   Interviews

3.3.1   Justification of Interview Approach

The design of the interviews and selection of the interviewees formed a central part of this project in gathering data that would shape and validate the leadership model to be developed.

A primary aim of the interviews was to gather as broad a perspective from the interviewees as possible within the framework of the key themes identified for the project and the time available for the interviews. This was the significant reason behind the approach to gathering information being based on in-depth, qualitative personal interviews. It also shaped the structure of the interview questions and the interview format, both of which were geared toward maintain some core and comparable structure, but leaving scope for the interviewee to expand their ideas and perspectives.

This approach meant that the number of interviewees was necessarily limited to a realistic level within the confines of the project, with this limitation being tempered by the selection of interviewees being as broad as possible without sacrificing relevance to the project.

The other option considered for the gathering of data was the development of a questionnaire. This may have been an option for reaching more people, but would have been restricted to less expensive answers and would not have presented the opportunity to explore specific themes with interviewees. It was felt that the maximum benefit from the interview process would be gained from adopting a highly qualitative approach.

The approach to the interview process is supported by Aaker and Day (1990), who identify the major constraints to be satisfied in the selection of a data collection method as *"available budget; nature of the problem and the complexity of the information that is required; need for accuracy; and time constraints"* (1990, p219).

These were all issues in the data collection process, the greatest being the nature and complexity of the information required. Aaker and Day (1990 p220), in discussing the relative advantages and limitations of basic methods of data collection identify the personal interview as being the best method for the amount of data collected, flexibility and the management of sample bias.

Formatting of the interview questions was also guided by Aaker and Day (1990 p239-241) who compare the advantages and disadvantages of open-response (or unstructured) questions and closed-ended (or structured) questions. They state that open-response questions have advantages in the wide range of responses and the lack of influence on responses from rigid categories of questions. This outcome was most relevant to the project.

Another consideration in the design of the interview format was the order of questions posed. Once again this issue was assisted by Aaker and Day (1990 p251) who list significant factors in ordering interview questions as *"the need to gain and maintain the cooperation of the respondent"* and the need to avoid *"the possibility that prior questions will influence answers to subsequent questions"*.

For this reason the interview questions were ordered to move from the general to the specific in terms of inviting ideas and perceptions from respondents, and also commenced with questions that were most likely to elicit a ready and comfortable response.

A copy of the interview developed for this project is presented in *Appendix 3*, and a copy of the consent form presented to interviewees can be found in *Appendix 6.*

3.3.2   The Interview Respondents

Eight people were identified as prospective interviewees for this project and all agreed to take part in a personal interview. As already discussed, this sample size was relatively small, but the diversity of the interviewees was seen as, and proved to be, a significant compensating factor for the sample size.

The interviewees were selected on the basis of representing broad based business and leadership experience, with some consistent linking in the non-profit sector, but were primarily selected for their diversity as a group and the representative nature of their experiences. It was believed that in each case, the perspectives and ideas put forward by the interviewees were representative of collective experiences, given the background of each person interviewed. Therefore, while the direct sample size was small, there was some valid representation of a greater range of contemporary views and experiences.

The interview respondents are listed below.

Professor Peter Sheldrake
Head of School, School of Management, RMIT University, Melbourne.

Peter Sheldrake is widely acknowledged for his work in leadership and management, both at an academic and practitioner level. He is a Past National and Victorian President of the Australian Institute of Management and is a recognised advocate for Servant Leadership in Australia. His experiences range over academic, commercial, government and non-profit sectors.

Associate Professor Myles McGregor-Lowndes
Program on Non-Profit Corporations, Queensland University of Technology, Brisbane

Myles McGregor-Lowndes is regarded as one of Australia's leading thinkers and commentators on the non-profit, or third, sector. In addition to his teaching role in the Faculty of Business at the Queensland University of Technology in Brisbane, he is responsible for the Program on Non-Profit Corporations, a consultant with the legal firm Deacons, and a regular advisor to government and non-profit organisations.

Dr Jennifer Brown
Chief of Staff, Mater Misericordiae Hospitals, Brisbane

Jennifer Brown is currently the senior executive responsible for medical administration at the Mater Misericordiae Hospitals in Brisbane, the largest independent health care organisation in Australia. Dr Brown has previously held senior executive responsibility for planning at the Mater and is also a practising medical specialist in obstetrics and gynaecology. She is also on the Council of the Queensland Institute of Medical Research.

Sr Deidre Gardiner
Congregational Leadership Team, Sisters of Mercy, Brisbane

Deidre Gardiner is currently in a five-year term as a member of the Congregational Leadership Team of the Brisbane congregation of the Sisters of Mercy. The ministry of the Sisters of Mercy in Brisbane includes health care, education, aged care, disability services, family services and human welfare. Sr Deidre was previously Director of Mission and Ethics at the Mater Misericordiae Hospitals in Brisbane.

Dr Lyn Bishop
Principal, Sheldon College, Brisbane

Lyn Bishop has had an extensive career in public and private education administration and is the founding Principal of Sheldon College, a co-educational primary and secondary college in the Brisbane suburb of Sheldon. Dr Bishop has most recently been recognised by the Australian Institute of Management for her outstanding and innovative achievements in management and leadership.

Ms Carolyn Barker
Chief Executive Officer, Australian Institute of Management – Queensland, Brisbane

Carolyn Barker is the professional leader the country's principal management organisation (Australian Institute of Management) in Queensland, and is also Managing Editor of AIM's magazine, Management Today. Ms Barker is a highly regarded management specialist with a background in strategic communication, corporate repositioning and management. She has recently been appointed as Chairman of the Board of the Queensland Orchestra and is a member of the Surf Life Saving Queensland Foundation Board.

Dr Daniel McDiarmid
Manager, Development, Queensland University of Technology, Brisbane

Daniel McDiarmid is one of the country's most highly regarded specialists in Development and Education and has previously held senior positions at RMIT University in Melbourne and the University of Central Queensland in Rockhampton. Dr McDiarmid has had significant exposure to the commercial and government sectors through his professional responsibilities, and also has experience in the non-profit sector in church and community organisations.

Mr Boyd Fay
Management Consultant and Trainer, Former Rotary District Governor

Boyd Fay has had an extensive career as a management consultant and trainer working with a wide range of corporate and government organisations. He was a member of the Australian Institute of Management – Queensland Board for 12 years. Mr Fay has also given distinguished service to Rotary International, serving as a District Governor in 1997/98, providing leadership to over 2000 Rotarians during that year.

3.3.3. Summary of Interview Responses

The interviews conducted for the primary research component of this project addressed several core themes related to leadership, moving from a broad discussion of leadership characteristics and challenges for leaders, through to the consideration of leadership in a non-profit and fundraising context, and ultimately a specific discussion of the concept of Servant Leadership. A summary of the responses to the interviews is presented in relation to the broad themes addressed in the interview questions.

1)   Identification of characteristics of leaders

The opening question of each interview asked the respondent to identify at least 5 important characteristics of leaders. All respondents listed at least 5 characteristics and were comfortable in expanding on why they nominated their particular characteristics.

Everyone interviewed was also invited to nominate, of those characteristics identified, which they regarded as essential elements in leadership.

Vision was the characteristic most frequently identified (by 75% of respondents) and was also the most frequently identified essential element of leadership (50%).

Integrity was the next most frequently nominated characteristic (63%), with the **ability to relate to people/communication skills** and **empathy** both being identified by 50% of respondents.

Teamwork, **courage**, and a **sense of self** emerged as the next most frequently identified characteristics, while other significant characteristics to emerge included **persistence**, **providing inspiration and/or motivation**, and the **ability to delegate**.

A consistent feature of the characteristics identified was that they were largely related to the way in which leaders engaged others, through their personal skills and qualities, such as vision, integrity, courage, and a sense of self, or through people or relationship focussed characteristics like communication, empathy, teamwork, and delegation. Management and technical skills and other more task focussed characteristics were barely identified in the context of this question.

A conclusion to be drawn from this response is that leadership can be seen as being about engaging people and developing positive and productive relationships.

<u>Characteristics of Leaders</u>

- **vision**
- **integrity**
- **ability to relate to people / communication**
- **empathy**
- **teamwork (ability to foster)**
- **courage**
- **sense of self (self actualisation)**
- **persistence**
- **inspiration/motivation**
- **delegation**

2)   Identification of current and future challenges for leaders

Interviewees were asked to nominate what they saw as current and future challenges for leaders. From a wide range of responses, **dealing with change** emerged as the most common (75%) current challenge for leaders. Other more representative observations included, **making a visionary stand and moving with courage**, and **maintaining a strong sense of self**.
The responses to the question of future leadership challenges were also diverse. The most common responses, nominated by 25 to 50% of respondents, were as follows;

- **responding to changing demands, dynamics, diversity and relationships with people;**
- **dealing with technology and related economic issues while maintaining a strong perspective on people;**
- **maintaining integrity, values and balance;**
- **breaking out of traditional paradigms in relation to leadership structures and expectations**.

Other significant issues to be identified were **globalisation of perspective and operation**, and **environmental (natural) issues**. A common theme emerging from responses to these questions was the focus on intra and inter personal issues. In particular, the issues identified as future challenges were strongly focussed on relationships and people and the way in which leadership impacted on and engaged others.

<u>Leadership Challenges</u>

- **dealing with and responding to change in all forms**
- **making a visionary stand and moving with courage**
- **maintaining a strong sense of self**
- **maintaining a people perspective through technological and economic change**
- **maintaining integrity, values and balance**
- **moving from traditional leadership paradigms, structures and expectations**
- **globalisation of perspective and operation**
- **environmental issues**

3)   Discussion of situational leadership

This question, in its various parts, was aimed at exploring interviewee's perceptions of leadership in different situations. It sought to gain insight as to whether leadership was regarded as a constant that was applicable in a variety of different circumstances, or if leadership was seen as being applied in a more flexible manner on various situations.
The responses to these questions indicated a prevailing view of leadership as needing to be **highly flexible** and **varying in approach** according to the demands of different situations. Also mentioned was the need for **adaptation**, **understanding context**, and **balancing analytical and emotional approaches**.

4)   Understanding of non-profit organisations, philanthropy and fundraising

As the interview questions moved toward the discussion of leadership issues in non-profit organisations and fundraising as a central theme of the project, interviewees were asked to elaborate on their understanding of this area.

Given the background of each of the interviewees, it was not surprising to find that they all had a strongly developed understanding of the n on-profit sector and contemporary issues for non-profit organisations. Issues such as **increasing professionalism, balancing resources, managing a wide variety of human relationships, and the recognition of stakeholders rather than shareholders** were most frequently cited.

While some interviewees felt that they struggled to define philanthropy and fundraising, and a diverse range of perceptions emerged, there was a consistency across all interviews indicating that these terms were broadly understood.

5)   *Understanding of leadership issues in non-profit organisations and fundraising*

A core theme of this project is the examination of effective leadership in professional fundraising. This question was aimed at developing a broader understanding of leadership issues in non-profits and fundraising as both a comparison to the issues identified in the literature review, and a potential validation of a leadership model.

While there were no issues identified by anymore than 25% of respondents, the key issues to emerge were as follows;

- **regulation of fundraising;**
- **measurement and accountability of fundraising;**
- **the need for Boards to exercise a greater maturity in understanding of roles, responsibilities, expectations and actions;**
- **a greater clarity of mission and goals on the part of Boards and Management;**
- **the maintenance of ethics and values**
- **the gathering and retention of resources – astutely, with efficacy, and with an awareness of competition and stakeholder scrutiny;**
- **managing and getting the best from a wide variety people and skills;**
- **the recognition of differences between the operation and expectations of volunteer and professional leaders in fundraising.**

These responses highlighted a mix of organisational and people issues, indicating a need for a balance between technical and human competencies for non-profit and fundraising leaders, particularly professional leaders. This was amplified in the responses relating to the differences identified between professional and volunteer leaders in fundraising, where the need for professional leaders to maintain this balance was seen as critical.

Other consistent themes in the responses were the issues of diversity in the people that make up non-profit organisations and the large variety of often conflicting expectations, and the constant challenge posed in gathering and keeping resources, most of which are gained through people.

It can also be seen from these issues that the broader leadership characteristics identified remain highly relevant to the application of fundraising and non-profit organisations, particularly given the strong accent on relationship issues.

6)   *Discussion of Servant Leadership*

With a specific aim of this project being to examine a case for Servant Leadership being relevant to professional fundraising leadership, one of the issues the interviews sought to address was the recognition, both specifically and conceptually, of Servant Leadership, and its acceptability as a concept for contemporary leaders.

Interviewees were asked what they understood of the concept of Servant Leadership. Only 25% were directly familiar with the term and the conceptual background to it. However, when encouraged to describe what they felt Servant Leadership might represent, the remaining 75% of interviewees were able to summarise concepts and perspectives that accurately represented Servant Leadership.

The most significant barrier to the acceptance of Servant Leadership was identified as being the term itself, and a lack of willingness for contemporary leaders, in any field, to subscribe to a notion of servitude or submissive leadership. This was seen by some as being counter-cultural to the more dominant role of leadership still promoted across society. A similar observation was made in the literature review.

However, there was almost unanimous support for the notion of 'followership', a focus of leadership on followers and their needs. The concept of a 'people first' leader was seen as being one that was highly in touch with the future, and this was echoed by the future challenges for leadership identified in these interviews. However, it was also seen that such a leader, while very much in evidence today, would be best accepted through behaviour modeled by other visible and successful leaders – a slight dichotomy in the concept of the Servant Leader! It was also stated that promoting this approach to leadership would require concentrated elaboration and understanding.

7)   *Other comments and observations on leadership*

In closing the interviews, people were invited to offer any other comments and observations on leadership that they felt should be included in support of other comments made.

Fifty percent of interviewees commented on empowerment, making the observation that empowerment was not something given by leaders, but something that people could only do for themselves and a leader's responsibility is to create the opportunity or environment for this to happen. This notion has a very strong connection to the concept of Servant Leadership.

Further comments were made by interviewees about the notion of stakeholders over shareholders in a non-profit environment, observing that stakeholders required a different, more human, level of stewardship and return than shareholders. This theme also can be linked to the values identified in Servant Leadership.

Other pertinent observations made by interviewees include the need for leaders to practice modeling, taking risk, letting go, engagement, and knowing people's strengths and weaknesses and supporting both.

Among the many specific insights gained form the interviews, the following quotes help to provide a summary of the observations made about leadership.

Peter Sheldrake observed that we are *"moving slowly but surely to the idea of leaders rather than leadership"* and that *"from the old, new leadership will emerge"*.

Lyn Bishop identified that *"leadership exists at all levels of the organisation"* and that leaders have *'responsibility to create other leaders"*.

Jennifer Brown saw that leadership can be seen in terms of *"connected energy systems which connect people and the whole"* and commented that it is often *"fear that constricts us from personal power"*.

Diedre Gardiner saw an imperative of leadership as *"using your talents well and knowing yourself"*.

Carolyn Barker stated that *"true leadership is not for the fainthearted"*.

Boyd Fay regarded leadership as *"inexact – an art more than a science"* and said that *"skills and people = total leadership"*.

From these comments and observations one significant theme that emerges is that of the leader's responsibility to others, particularly the people being led. This is highly consistent with themes articulated in discussions of Servant Leadership, where Greenleaf talks of leaders wanting to serve first (Spears 1995, p 4) and in the comments about a leaders indebtedness to those being led made by Max De Pree (Drucker 1990 p32).

It could be argued that while the notion of Servant Leadership may not be one that immediate recognition or even acceptance, it provides a conceptual basis for thinking leadership which is increasingly common amongst a wide range of contemporary leaders, and points to an increasingly relevant leadership paradigm for the future.

These interviews on leadership highlighted a strong trend toward leadership of today and tomorrow being heavily geared around an understanding of and effectiveness in dealing with intrapersonal and interpersonal issues. They also identified leadership as being a very flexible commodity that needed to be shaped to meet different circumstances, demands and people.

It was also clear from the interviews that the leadership characteristics identified in a broad context, were highly relevant to professional fundraising leadership, particular given the heavy weighting placed on the importance of relationships. And, as already identified, the concept of Servant Leadership is relevant to contemporary leadership thinking, even though it may not be recognised as such.

SECTION 4
A Comparative Model of Leadership Characteristics

From the research of leadership characteristics conducted as part of this project, the following model has been developed to consider the various leadership characteristics identified in the context of their alignment to task or relationship focus.

This model incorporates the findings of the interviews conducted as part of this project summarised in Section 3.3 of this paper; the leadership characteristics identified by Australian CEOs in Sarros and Butchatsky (1996), listed in *Appendix 4*; characteristics of Servant Leadership, as listed in *Appendix 2*; and DePree's leadership characteristics, as listed in *Appendix 5*.

The model aims to provide a reference between contemporary leadership characteristics (project interviews and Australian CEOs) and Servant Leadership based characteristics (Spears and DePree). This reference illustrates an alignment between contemporary leadership thinking and Servant Leadership concepts, and highlight an overall trend of commonly accepted leadership characteristics as being aligned to a high relationship, low task or high relationship, high task focus.

The alignment of the various leadership characteristics across a task and relationship quadrant has been determined by the author. The model aims to be illustrative rather than to be precise, with the primary point being that relationship focussed leadership is common to both contemporary leadership thinking and Servant Leadership concepts.

The model also assumes that characteristics identified with successful leadership would not be represented in a low task, low relationship quadrant. This point may also be subject to debate.

In illustrating this alignment, this model supports an argument that a relationship focused leadership approach, which is identified in the literature review as being highly relevant to fundraising, and which is supported conceptually by Servant Leadership, is also highly relevant to contemporary leadership thinking.

Additionally, by relating this model to the future leadership challenges identified in Section 3 and Appendix 4, it can also be argued that Servant Leadership characteristics will be highly applicable meeting tomorrow's leadership demands.

This model provides support for the model for Effective Leadership for Professional Fundraising presented in Section 5 of this paper

Relationship

Figure 7: Comparative Leadership Characteristics

Empathy/Awareness of Human Spirit[1,2,3,4]

Integrity/Trustworthiness[1,2,4]

Stewardship [3]

Recognition of others[2]

Mentoring/commitment to the growth
of people[1,3]

Vulnerabilty [4]

Team Building/Teamwork[1,2]

Sense of humour[4]

Ambiguity[4]

Courage/courage in relationships[2,4]
Presence[4]

Discernment[4]

Building Community[3]

High Relationship / Low Task

Transformational/Healing[1,3]

Communication/Listening/Persuasion[1,2,3]

Motivator[1]

Consistency/

Predictability[2,4]

Breadth[4]   Self-Awareness
[1,2,3]

Action oriented[1]

Delegation   [2]

High Relationship/High Task

Respect for the future[4]
Foresight[3]

Vision/conceptualisation[1,2,3]

Direction Setting[1]

Energetic/strength; energy[1,2]

Intellectual energy & curiosity[4]

Decisiveness[1]

Low Relationship / High Task

Persistence[2]

Competence[1,2]
Creative[1]   Ambitious[1]

[1] Australian CEO's [2] Interviews, [3] Servant Leadership [4] DePree

Task

SECTION 5
A Model for Effective Leadership for Professional Fundraising

Figure 8: Effective Leadership for Professional Fundraising

EFFECTIVE LEADERSHIP FOR PROFESSIONAL
FUNDRAISING

Conceptual Base

Servant Leadership

Maintenance

Ideal Operating Framework

| High Relationship, Low Task | High Relationship, High Task |

Development

| Low Relationship, Low Task | Low Relationship, High Task |

Restoration
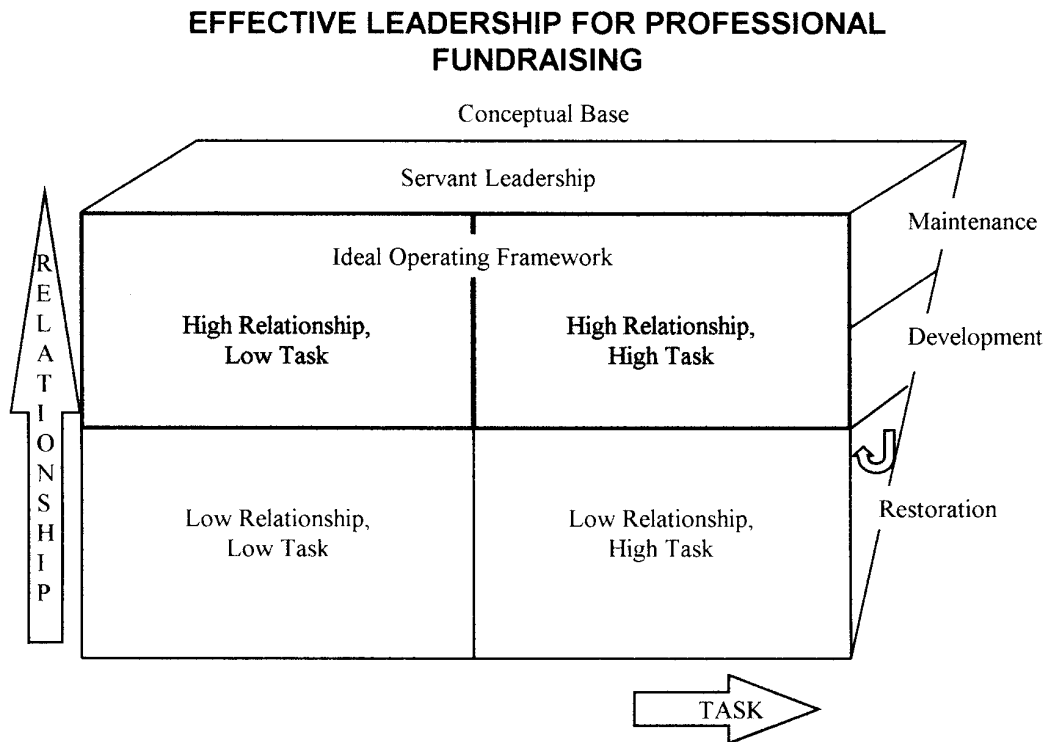
RELATIONSHIP

TASK

5.1   Description of model

This model is based on the task and relationship quadrant of leadership styles based on the work of Blake and Mouton and others identified in the Literature Review. The task and relationship models described in the Literature Review represent an accepted theoretical basis for the understanding of leadership behaviour.

The Literature Review identifies the development of relationships as a critical success factor in fundraising. Accordingly, this model identifies the ideal operating framework for professional fundraising leadership as being in the high relationship quadrants of the model.

This position is supported by the research conducted as part of this project. As identified in Section 4 of this paper, contemporary leadership characteristics are weighted toward the relationship quadrants of the accepted leadership models, which would suggest that the relationship quadrants are an ideal operating framework for more applications that just fundraising.

In addition to aligning a relationship based operating framework for professional fundraising leadership with contemporary leadership, the research also supports the case for Servant Leadership being an underlying concept for professional fundraising leadership. It identifies that the concepts associated with Servant Leadership are alive and clearly articulated by contemporary leaders, if not always directed defined as Servant Leadership. This conclusion should assist the acceptance of Servant Leadership as an important conceptual foundation to professional fundraising leadership.

To illustrate this foundation, it can be seen that this model is supported by a conceptual basis of Servant Leadership, which has been identified in the Literature Review as a highly relevant and applicable conceptual approach to relationship focussed, professional fundraising leadership. The application of Servant Leadership will vary according to the skills and preferences of the leader and the unique factors of the group and situation at any given time. For this reason, the adoption of Servant Leadership characteristics will be varied as the leadership focus moves around the four quadrants in any given situation, but all the time remaining a reference point for leadership behaviour.

The model recognises that the determinants of the situation and the group will vary the leadership focus on a continuing basis, and from time to time, this focus may move out of the ideal operating framework into a low relationship quadrant. The model shows that Servant Leadership remains an appropriate conceptual base in all situations but may be applied in different ways as determined by the circumstances.

As the leadership style moves into a low relationship quadrant, the application of servant leadership is most appropriately directed toward the restoration of a higher relationship leadership style. Once the leadership style is restored to a high relationship quadrant, the application of servant leadership is most appropriately directed toward the development of a stronger relationship based focus.

With the leadership style positioned in the highest range of the relationship, the application of Servant Leadership is most appropriately directed toward maintaining this operating position of leadership.

The model recognises that at any time, the situation may require a shift in leadership style, but the ideal response of the professional fundraising leader is to utilise appropriate approaches within the characteristics of Servant Leadership to restore and build a relationship focus.

In summary, this model is based on contemporary leadership theory and incorporates the identified focus on relationships in fundraising leadership. The model is supported by a conceptual base of Servant Leadership, which is promoted as a way of thinking about relationship focused leadership for fundraising in all situations.

A further support for the relevance and application of the model can be found in contemporary leadership thinking and the identification of leadership characteristics as being aligned to a relationship focus in leadership models and having congruence with the concepts of Servant Leadership.

5.2 Applications

The following examples illustrate some practical applications of the model for Effective Leadership for Professional Fundraising. These examples are not exhaustive, but serve to highlight circumstances where there would be movement across different sections of the model.

Example 1

In a newly created fundraising arm of an established non-profit organisation, the professional fundraising leader is faced with the need to develop a range of programs as well as foster relationships with people (staff and volunteers) close to the organisation. Expectations of the organisation's leadership and management are that while not all programs will mature in the immediate future, some short-term evidence of effective program development is required.

The professional fundraising leader may adopt a high task, high relationship leadership focus in the first instance, to ensure that early tasks are met and appropriate outcomes achieved, and that key relationships are developed as a basis for future fundraising. This places the leader in the ideal operating framework for fundraising leadership.

A further challenge for the leader in this situation is to develop an appropriate organisational culture that supports the development of people and effective fundraising function. The application of servant leadership concepts would support the development of such a culture and help move to a level where the group can maintain it.

Example 2

A new professional fundraising leader joins an established organisation where a previous lack of appropriate leadership has left significant dysfunction within the organisation. Relationships are strained, with both staff and volunteers moving in different directions, or none at all. As a result, there is limited effectiveness in the fundraising function, with any significant achievements coming from isolated efforts.

The leader is inheriting a low task, low relationship leadership style and has the immediate job of building more functional relationships, a more cohesive and effective operating system, and a culture that supports both of these elements. The leader may initially adopt a high relationship, low task style to ensure that the basis for more effective function is in the establishment of stronger relationships. This may be followed by a shift to a higher task focus while maintaining the high relationship focus.

This approach is supported by adopting a servant leadership framework that is initially directed to building and sustaining people (development) and then serves to engage them in achieving increasingly effective results (maintenance).

Example 3

An organisation is embarking on a major fundraising campaign. While the organisation is well established and has developed within a high relationship leadership focus, as it enters the final intensive phase of the campaign, the leadership focus becomes task directed.

Given the importance of the campaign result, and the timeframe available to complete the campaign, the leadership style has necessarily moved away from the usual relationship focus to concentrate on the completion of the task. In this often hectic and urgent process, relationships will most likely become strained. While the leader and the group will need to attempt to sustain relationships as best they can, the scope for a relationship focus may not be available.

Immediately upon completion of the campaign, the leader's attention must again be directed toward a relationship focus. The application of servant leadership in this situation is directed towards the restoration of the group's relationship focus until the group has returned to a high relationship-operating framework.

SECTION 6
Conclusions and Recommendations

6.1   Conclusions

This project had the following objectives;

- To examine leadership and management styles and approaches in the context of a fundraising environment, with particular reference to the role of the professional fundraising leader;

- To explore perceptions of and approaches to leadership in a contemporary sense as well as in relation to volunteer and professional fundraising leaders;

- To test a case for Servant Leadership being a relevant conceptual model for professional fundraising leaders

In approaching these objectives, the paper initially presents a theoretical overview of fundraising, management and leadership, building a case for a relationship based leadership focus being the most relevant operating framework for professional fundraising leadership, and arguing that Servant Leadership is a relevant conceptual model for professional fundraising leadership.

The paper then presents research on contemporary leadership perspectives with aim of developing a link between contemporary leadership thinking, fundraising leadership priorities and Servant Leadership as a relevant underlying concept for leadership in fundraising. This research is then summarised in a model of leadership characteristics based on a task and relationship alignment.

The paper concludes with the presentation of a model for Effective Leadership for Professional Fundraising.

This model is supported by the following conclusions;

- That successful fundraising relies on the effective cultivation sustaining of relationships between people.

- That fundraising is primarily a long-term activity, best served by a strategic leadership perspective.

- Fundraising is essentially a management process with the primary resource being people.

- The most effective leadership style in fundraising incorporates a high relationship focus, with the level of task focus varying depending on the situation and the group being led.

- Professional fundraising leaders must lead staff and volunteers while also providing support to volunteer leaders of the organisation, which presents a particular challenge in the adoption of an appropriate leadership style.

- The concept of Servant Leadership is highly relevant to the identified requirements of professional fundraising leadership.

- Leadership characteristics identified by contemporary leaders strongly reflect relationship based leadership priorities.

- Future challenges for leaders, in both a broad and fundraising specific application, are well served by adopting a relationship focused leadership approach.

- Contemporary leaders, frequently articulate the concepts of Servant Leadership, while not specifically identified as such, as leadership priorities.

- Servant Leadership will gain increasing contemporary acceptance through effective modeling by successful leaders.

- Servant Leadership is a highly relevant and appropriate conceptual framework for professional fundraising leaders and can be used as foundation to support an operating framework of relationship focused fundraising leadership.

- The model for Effective Leadership for Professional Fundraising brings together the key success factors for professional fundraising leadership in a form that will assist professional fundraising leaders focus and direct their leadership approaches to achieve optimum results across different situations.

6.2   Limitations of the Model

The model for Effective Leadership for Professional Fundraising has been developed from a theoretical basis that incorporates fundraising, management and leadership theory, and is supported by research into contemporary leadership perspectives. While there is strong evidence to support its relevance and acceptability in a context of fundraising practice, it remains to be comprehensively tested in a fundraising specific environment.

For this model, and the supporting theoretical arguments, to have practical relevance, there needs to a deliberate and sustained approach in presenting this model to fundraising practitioners for discussion, adaptation and ultimately adoption.

6.3   Recommendations

1.   That the model for Effective Leadership for Professional Fundraising be presented to fundraising and non-profit audiences for consideration, debate and feedback.

2.   That, following the collection of relevant feedback and critical peer review, the model and the supporting arguments be presented to a broader audience within and beyond fundraising and non-profit organisations to further the understanding and practice of professional fundraising leadership.

3.   That further consideration of this and other models or approaches relevant to professional fundraising leadership be encouraged to foster an environment of continuous improvement in the quality and effectiveness of fundraising practice in Australia and internationally.

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APPENDIX 1

Sources and Types of Power

The most widely recognised categories of the sources of power come from French and Raven. They identify the following bases of power:

1. *Reward power*. The person having this power has the ability to reward. Managers frequently have reward power in that they can give merit increases or incentive pay and promotions to their subordinates. In operant terms this means the person has the power to administer positive reinforces. In expectancy terms this means that the person has the power to provide positive valences and the other person perceives this ability.

2. *Coercive power*. The person having this power has the ability to threaten and/or punish. Managers frequently have coercive power in that they can fire or demote subordinates or dock their pay. They can also directly or indirectly threaten an employee that these punishing consequences will occur. In operant terms this means the person has the power to administer punishers or to negatively reinforce (terminate punishing consequences, which is a form of negative control). In expectancy terms this means that power comes from the expectation on the part of the other persons that they will be punished if they will not conform to the powerful person's desires.

3. *Legitimate power*. This power stems from the internalised values of the other persons which give the legitimate right to the person to influence them. This, of course, could be labelled authority rather than power. The other persons have the obligation to accept this power.   Such legitimate power can come from cultural values, acceptance of the social structure, or the designation of a legitimising agent. Managers generally have legitimate power because employees believe in private property law values and in the hierarchy where higher positions have been designated to have power over lower positions.

4. *Referent power*. This type of power comes from the feeling or desire on the part of the other persons to identify with the person wielding power. The other persons want to identify with the powerful person regardless of the outcomes. A manager who desires to have referent power must be attractive to subordinates so that they want to identify with the manger regardless of whether the manger gives reward or punishes.

5. *Expert power*. Mangers have expert power to the extent that the other employees attribute knowledge and expertise to them.   The experts are seen to have knowledge or ability only in well-defined areas. In an organisation engineers may have expert power in their area of specialisation but not outside of it. For example, the engineers are granted power on production problems but not on personnel problems. The same hold true for other staff experts such as accountants and computer technologists.

French and Raven recognise that there may be other sources of power, but these are the major ones. They also point out that the five sources are interrelated (e.g. the use of coercive power by managers may reduce their referent power) and the same person may use different types of power under different circumstances and at different times.

Source: Luthans, 1977 Page 460-461

APPENDIX 2

Ten Characteristics of the Servant-Leader

Servant leadership deals with the reality of power in everyday life-its legitimacy, the ethical restrains upon it and the beneficial results that can be attained through the appropriate use of power.

The New York Times

After some years of carefully considering Greenleaf's original writings, I have identified the following 10 critical characteristics of the servant-leader.

1. *Listening:* Traditionally, leaders have been valued for the communication and decision making skills. Servant-leaders must reinforce these important skills by making a deep commitment to listening intently to others. Servant-leaders seek to identify and clarify the will of a group. They seek to listen receptively to what is being said (and not being said!). Listening also encompasses getting in touch with one's inner voice, and seeking to understand what one's body, spirit, and mind are communicating. Listening coupled with regular periods of reflections, are essential to the growth of the servant-leader.

2. *Empathy:* Servant-leaders strive to understand and empathise with others. People need to be accepted and recognised for their special and unique spirits. One must assume the good intentions of co-workers and not reject them as people, even when forced to reject their behaviour or performance. The most successful servant-leaders are those who have become skilled empathetic listeners. It is interesting to note that Robert Greenleaf developed a course in receptive listening in the 1950's for the Wainwright House in Rye, New York. This course continues to be offered to the present day.

3. *Healing*: Learning to heal is a powerful force for transformation and integration. One of the great strengths of servant-leadership is the potential for healing one's self and others. Many people have broken spirits and have suffered from a variety of emotional hurts. Although this is a part of being human, servant-leaders recognise that they have an opportunity to help make whole those with whom they come in contact. In *The Servant as Leader* Greenleaf writes: "There is something subtle communicated to one who is being served and left if, implicit in the compact between servant-leader and led, is the understanding that the search for wholeness is something they share."

4. *Awareness*: General awareness, and especially self-awareness, strengthens the servant-leader. Making a commitment to foster awareness can be scary – one never knows what one may discover! Awareness also aids in understanding issues involving ethics and values. It enables one to view most situations from a more integrated position. As Greenleaf observed: "Awareness is not a giver of solace – it is just the opposite. It is a disturber and an awakener. Able leaders are usually sharply awake and reasonably disturbed. They are not seekers after solace. They have their own inner serenity."

5. *Persuasion:* Another characteristic of servant-leaders is a reliance upon persuasion, rather than positional authority, in making decisions within an organisation. Servant-leaders seek to convince others, rather than coerce compliance. This particular element offers one of the clearest distinctions between the traditional authoritarian model and that of servant-leadership. The leader is effective at building consensus within groups. This emphasis on persuasion over coercion probably has its roots within the beliefs of The Religious Society of Friends (Quakers), the denomination with which Robert Greenleaf himself was mot closely allied.

6.　*Conceptualisation:* Servant-leaders seek to nurture their abilities to "dream great dreams." The ability to look at a problem (or an organisation) from a conceptualising perspective means that one must think beyond day-to-day realities. For many managers this is a characteristic that requires discipline and practice. Traditional managers are consumed by the need to achieve short-term operational goals. A manager who wishes to be a servant-leader must stretch his or her thinking to encompass broader-based conceptual thinking. Within organisations, conceptualisation is, by its very nature, the proper role of boards of trustees or directors. Unfortunately, if the board of the trustees become involved in day-to-day operations (something that should always be discouraged), they may fail to fulfil their visionary function. The most effective CEO's and mangers probably need to develop both conceptual and operational perspectives, and staffs must be mostly operational. Servant-leaders must seek a delicate balance between conceptualisation and day-to-day focus.

7.　*Foresight:* The ability to foresee the likely outcome of a situation is hard to defined, but easy to identify. One knows it when one sees it. Foresight is a characteristic that enables servant-leaders to understand the lessons from the past, the realities of the present, and the likely consequence of a decision for the future. It is deeply rooted within the intuitive mind. Thus foresight is the one servant-leader characteristic with which one may be born. All other characteristics can be consciously developed. There hasn't been a great deal written on foresight, and it remains a largely unexplored area in leadership studies. Nevertheless, it deserves careful attention.

8.　*Stewardship:* Peter Block (author of *Stewardship* and *The Empowered Manager)* has defined stewardship as "holding something in trust for another." Robert Greenleaf's view of all institutions was one in which CEO's, staffs, directors, and trustees all played significant roles in holding their institutions in trust for the greater good of society. Servant-leadership, like stewardship, assumes first and foremost a commitment to serving the needs of others. It also emphasises the use of openness and persuasion, rather than control.

9.　*Commitment to the growth of people:* Servant-leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, servant-leaders are deeply committed to the personal, professional, and spiritual growth of each and every individual within the institution.   In practice, this can mean making available funds for personal and professional development, taking a personal interest in employees' ideas and suggestions, encouraging worker involvement in decision making, actively assisting laid-off workers to find other employment, and so on.

10.　*Building community:* Servant-leaders are aware that the shift from local communities to large institutions as the primary shaper of human lives has changed our perceptions and caused a certain sense of loss. Thus, servant-leaders seek to identify a means for building community among those who work within a given institution. Servant-leadership suggests that true community can be created among those who work in businesses and other institutions. Greenleaf said "All that is needed to rebuild community as a viable life form for large numbers of people is for enough servant-leaders to show the way, not by mass movements, but by each servant-leader demonstrating his (or her) own unlimited liability for a quite specific community related-group."

The preceeding 10 characteristics of servant-leadership are by no means exhaustive. However, these characteristics communicate the power and promise this concept offers to those who are open to its invitation and challenge.

Source: Spears, 1995, Pages 4-7

APPENDIX 3

Interview Format and Questions

Interviews on Leadership

Name:

Details:

Date:

---

1. *identify characteristics / traits of leaders*

a) What do you identify as important characteristics of leaders (identify at least 5)?

2.
current and future issues for leaders

a) What do you see as current challenges for leaders?

b) Looking over the next 10 years, what can you see as emerging challenges for leaders?

3. *situational leadership – ideas and examples; relevance*

a) What specific professional situations can you identify where a specific set of leadership approaches are more successful/suitable than others?

b) Could you elaborate on one or some of those situations and the examples of the leadership approaches adopted?

c) How important is the situation in which leaders find themselves in shaping their approach to leadership and their adoption of identifiable or unique styles?

4. *understanding of not for profits, philanthropy and fundraising*

a) What is your understanding of not for profit organisations, philanthropy and fundraising?

5. *identification of leadership issues in non profits, fundraising*

a) What leadership issues and challenges within not for profit organisations can you identify?

b) Could you expand on your perceptions and understanding of leadership in philanthropic and fundraising contexts?

c) What, if any, differences come to mind in considering leadership expectations of volunteer and professional leaders in fundraising organisations?

6. *discussion of servant leadership*

a) What do you understand of the concept of servant leadership?

---

7. *identification, acceptance, application*

a) What applications can you identify for servant leadership as a leadership model?

b) What issues can you identify that may affect the acceptance of servant leadership in various situations?

c) How would you see leaders you identify (including yourself) identifying with the concept of servant leadership?

8. *other comments and observations on leadership*

Do you have any other comments or observations on leadership, either broadly or specifically ?]

APPENDIX 4

Leadership Skills and Attributes

- ✓ Trustworthiness
- ✓ Direction setting
- ✓ Team building
- ✓ Competence
- ✓ Clear communicator
- ✓ Decisiveness
- ✓ Mentoring
- ✓ Energetic
- ✓ Self-confidence
- ✓ Vision
- ✓ Challenging workers to achieve
- ✓ Action orientated
- ✓ Motivator
- ✓ Ambitious
- ✓ Creative
- ✓ Sensitive, considerate
- ✓ Role modelling
- ✓ Charismatic

Key Leadership Challenges of the 21st Century

- ✓ Strengthening global business
- ✓ Competing on a global scale
- ✓ Keeping pace with technology
- ✓ Satisfying customer needs
- ✓ Systemic and holistic leadership throughout the organisation
- ✓ Preserving egalitarian nature of Australian management
- ✓ Continuous improvement
- ✓ Maintaining and excellent staff
- ✓ Reinforcing company culture
- ✓ Emphasis on core company values
- ✓ Increasing returns to shareholders
- ✓ Creating a team-based culture
- ✓ Maintaining patience
- ✓ Encouraging and motivating staff
- ✓ Building a committed staff
- ✓ Refocussing direction and strategy
- ✓ Succession planning
- ✓ Environmental responsibility

Source: Sarros & Butchatsky, 1996 Pages 263 & 265

APPENDIX 5

The Attributes of Leadership: A Checklist

- ✓ Integrity
- ✓ Vulnerability
- ✓ Discernment
- ✓ Awareness of the human spirit
- ✓ Courage in relationships
- ✓ Sense of humour
- ✓ Intellectual energy and curiosity
- ✓ Respect for the future, regard for the present, understanding of the past
- ✓ Predictability
- ✓ Breadth
- ✓ Comfort with ambiguity
- ✓ Presence

Source: Depree, 1991 Pages 220-225

APPENDIX 6

Consent Form for Interviewees

GSN111 Research Project   **Semester 2, 2000**

Title of Project: **Examination of a model for Effective Professional Fundraising Leadership**

Researcher Name: Nigel Harris

I understand that this interview is being conducted as part of the research project by Nigel Harris. The final paper will refer to my contribution as an interviewee and I am willing to answer questions accordingly, knowing that I will be cited. I would like to have a copy of the paper at the conclusion of the project.

Signed _____

Name _____

Date _____