A FOR IMPACT GUIDE
On Change ... For Different Results.

TOM SUDDES
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ForImpact.org
DEDICATION

“Here’s to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes. The ones who see things differently. They’re not fond of rules. And they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them. About the only thing you can’t do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do.”

- Apple Inc.

Shamelessly borrowed this from a 1997 Apple advertisement on ‘THINK DIFFERENT’. Can’t say it any better.

DISCLAIMER

These Guides, PDF’s, E-Pamphlets are my latest thinking, and usually a Collection of Nuggets and Ideas.

I always have more to add, but I need to GET THIS OUT (into the ether-net). I know it can be better. But, it will never be perfect. My chicken scratch, Egyptian hieroglyphics seem to have a positive, motivational effect on most who read/translate.

Much more at forimpact.org.
FOR IMPACT GUIDES

“One WAY to get where you want to go... is to find a good MAP and a smart GUIDE.”
– Juan Enriquez

These For Impact GUIDES on a particular topic or area are designed to help you find your ‘WAY’. (It’s the whole TAO thing.)

We can’t tell you how many times during our training or talks or with coaching clients we have had people stop us and say, “Just tell us what to do. You’ve been there, done this. Save us the time, money and energy.”

This is one way we can honor that request.

For Impact Guides are where we share our thoughts, ideas and experiences ... in ‘nugget’ form ... aggregated on a specific topic.

It’s meant to be a quick read. To provide motivation, as well as ‘How-To’.

READ. PRINT. SHARE.

USE.

“Let us, therefore, decide both upon the GOAL and upon the WAY, and not fail to find some experienced GUIDE who has explored the region towards which we are advancing, for the conditions of this JOURNEY are different from those of most travel.”
– Seneca
ON CHANGE
SPECIAL NOTE

The Greek letter DELTA (Δ) is the symbol for CHANGE.

And, for what it’s worth, this triangle or one dimensional pyramid is also a primary icon of our FOR IMPACT Identity, Models and Frameworks.

SPECIAL ACKNOWLEDGEMENT:

The ‘NAPKIN’ for this For Impact Monograph ON CHANGE comes from my good friend Dick Celeste. Dick is a former Rhodes Scholar, former Governor of Ohio, former Ambassador to India, former President of Colorado College and a great father and grandfather.

CHANGE (The) RULES!
Dear Mavericks, Social Entrepreneurs, Change Agents, For Impact Leaders, and Wannabes,

**CHANGE (The) RULES**

CHANGE (The) RULES is a little play on words. In this generation’s lexicon, ‘RULE’ is a good thing. Yes, CHANGE DOES RULE.

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

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

“**You can’t solve the problem if you’re playing by the RULES.**”

I believe it’s much stronger than that:

**THERE ARE NO RULES!!!**  *(But, there are a lot of problems.)*

Beyond ethics and morals, when it comes to trying to solve important social problems, health problems, education problems, world problems... we cannot be ruled by antiquated thinking, experiences or the way it’s always been done.

As always, my goal is to motivate you to **TAKE ACTION**.

I hope this helps.

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

– Tim Kight

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*Van (O.G.)*
As every parent or grandparent knows, the only person who really, really likes ‘CHANGE’ is a wet baby.

Here are three quotes to help you begin the PROCESS.

1) “BE the CHANGE you want to see in the world.”
   - Gandhi

   Gandhi’s ubiquitous quote is on everything from T-shirts to coffee mugs to bumper stickers.

   CHANGE is up to us.

   Some people can actively CHANGE ‘THE’ WORLD. All of us can CHANGE ‘OUR’ WORLD (our impact, our income, our health, our relationships, our lives).

2) “Social Entrepreneurs CHANGE the PERFORMANCE CAPACITY of SOCIETY.”
   - Peter Drucker

   Mr. Drucker was THE management guru and acknowledged thought leader in the field of leadership and organizational development.

   Here’s a perfect example of his clear and challenging thinking. Don’t just ‘CHANGE’ something, CHANGE something BIG!!!
   (e.g. “The PERFORMANCE CAPACITY of SOCIETY!!!”)

3) “Stop BEGGING for change. Start begging for CHANGE.”
   - Robert Egger

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

Not quite there yet?

Read on...
EVERY organization needs to ABANDON almost EVERYTHING that it does."  
- Peter Drucker

EVERY organization is PERFECTLY DESIGNED to get the RESULTS they are getting."  
- Tim Kight

"If you don’t like CHANGE, you’re going to like IRRELEVANCE even less."
- General Erik Shinseki

“I don’t trust anyone who isn’t trying to CHANGE the world.”
- Tom Peters

“We don’t need COINS. We need CHANGE.”
- Sign in a Window

“CHANGE is one thing. PROGRESS is another.”
- Bertrand Russell

“The cumulative weight of experience makes it very hard to CHANGE.”
- Dr. Michael Merzenich  
UCSF Professor

“We have to be prepared for CHANGE.”
- Santiago in The Alchemist

“CHANGE your THOUGHTS and you can CHANGE the world.”
- Norman Vincent Peale

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

“LEADERS can’t help but CHANGE the present, because the present isn’t good enough.”
- Marcus Buckingham

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

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

“It’s easier to change PEOPLE than to CHANGE people.”
- Kets de Vries (via Tom Peters)

“People don’t CHANGE. You’re either an eagle or a duck. It is what it is.”
- Tom Suddes
“You can’t solve a PROBLEM if you are playing by the RULES.”

- Paul Arden

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

- Larry Wilson

“If it ain’t broke, break it.”

- Entrepreneurial Mavericks

“The Manifesto of a deal maker is simple. Reality is negotiable. Outside of science, law (and ethics) ... all RULES can be BENT or BROKEN!”

- Tim Ferris

4 hour Work Week

“I get up every morning determined to both CHANGE THE WORLD and to have one hell of a good time. Sometimes, this makes planning the day difficult.”

- E.B. White

“What doesn’t kill us, makes us stronger!”

- Nietzsche

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

- R.E.M
STORIES

Some stories ON CHANGE to get you going ...

- **GREAT BARRIER REEF**
  
  Have you ever visited the Great Barrier Reef in Australia?
  
  On the inner (leeward) side of the reef, there are NO waves, NO turbulence, NO ‘CHANGE’ ... and NO LIFE!
  
  All of the colorful fish, the beautiful coral and the amazing plants are on the ocean (windward) side of the reef... where they are hammered every day with crashing waves, intense turbulence and ‘CHANGE.’

- **“IL SOLE NO MUOVE”**
  
  Forty years before Copernicus revolutionized the world view, Leonardo da Vinci said, “THE SUN DOES NOT MOVE.” Both these dudes were born on a flat, unmoving planet in the center of the universe, around which the ‘SUN CIRCLED’.
  
  A century after their deaths, that same planet was a rotating sphere orbiting around the sun somewhere in a universe too vast to even have a center! The church tried to suppress this as heresy. The best ‘THINKERS’ of the times thought this concept absurd.
  
  The planet/solar system did not ‘CHANGE’ but, the paradigm for understanding it had been turned inside out.

- **BABIES BORN IN CHAOS**
  
  Steven Pressfield states that the creative act is primitive.
  
  “Babies are born in blood and chaos; stars and gravity come into being amid the release of massive primordial cataclysms.
  
  *The hospital room may be spotless and sterile, but the birth itself will always take place amid CHAOS, PAIN and BLOOD.*

- **ITALY & SWITZERLAND**
  
  In the 15th Century, Italy was immersed in chaos, war, bloodshed, terror... and ‘CHANGE.’
  
  It produced da Vinci, Michelangelo, Brunelleschi... and the RENAISSANCE.
  
  Around the same time, SWITZERLAND experienced hundreds of years of peace, consistency, sustainability and no, none, nada, nil ‘CHANGE.’
  
  It produced the CUCKOO CLOCK.
• **MONKEY NUTS and BERRIES**

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

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

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

• **SACRED COWS**

Here’s my own short final story on change:

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

List Your Sacred Cows...

Take a moment and write down your organization’s, your team’s, your own SACRED COWS...

Things that you have been doing (forever?) that just don’t make sense anymore.

| ORGANIZATION/TEAM | PERSONAL |

* Turn this list into hamburger!!
QUOTES

TO HELP △ CHANGE THE WAY YOU THINK

“When you **CHANGE** your **THOUGHTS** and you can **CHANGE** the world.”
- Norman Vincent Peale

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

“When you **CHANGE** your **THINKING**, you **CHANGE** your **BELIEFS**.
When you **CHANGE** your **BELIEFS**, you **CHANGE** your **EXPECTATIONS**.
When you **CHANGE** your **EXPECTATIONS**, you **CHANGE** your **ATTITUDE**.
When you **CHANGE** your **ATTITUDE**, you **CHANGE** your **BEHAVIOR**.
When you **CHANGE** your **BEHAVIOR**, you **CHANGE** your **PERFORMANCE**.
When you **CHANGE** your **PERFORMANCE**, YOU **CHANGE YOUR LIFE”**
- John Maxwell

“Through his thoughts, man holds the key to every situation.”
- James Allen, As A Man Thinketh

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

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

“I THINK… Therefore I am.” (Cogito Ergo Sum.)
- René Descartes

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

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

“As one **thinketh** in his heart, so is he.”
- The Prophet David

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

“Men simply don’t **THINK**.”
- Albert Schweitzer

“First with the **HEAD**… then with the **HEART.”**
- Hoppie to Peekay,
The Power of One
“You BECOME What You THINK About.”
- Earl Nightingale

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

Earl Nightingale is the father of personal development. Written in 1956, his book, *The Strangest Secret*, was the seed from which the personal development industry grew.

When Earl was 35 years old, he recorded this short message for a small group of salesmen one Saturday morning. The message had such a positive IMPACT that everyone wanted copies to share with their friends and family. Earl arranged with Columbia Records to duplicate this record and ultimately received a Gold Record for sale of a million copies. (This is in the 1950’s!)

Here is the Strangest Secret:

**“YOU BECOME WHAT YOU THINK ABOUT.”**

This book/message is only 19 small pages and takes less than 30 minutes to read or to listen to the audio. Just order your own copy.

SPECIAL NOTE: Earl also says IMPACT = INCOME!! He calls it the ‘Law of Mutual Exchange’. 
As a FOR IMPACT Leader and Social Entrepreneur...

WHAT IF...

All You THINK About Is

• Survival?
• Woe Is Us?
• Meetings To Set Up The Next Meeting?
• Cuts in Staffing?
• Can’t Make Payroll?
• People Won’t Pay For The Staff’s Salaries?
• A 5% Increase In The Budget? (Which, of course, will have absolutely NO impact on your IMPACT!)

WHAT IF...

You ACTUALLY THINK About

• Your VISION
• Your MISSION
• Your MESSAGE
• Your MEANING

Any difference?

Same way with LIFE. If all we think about is the ‘bad stuff’... there’s no room left to focus on the ‘good stuff.’
THINK OUTSIDE THE BOX
CONTINUED

4-3-1

This is the classic test of your ability to THINK CREATIVELY. (It’s also a great way to think about ‘RULES.’)

. . .

. . .

. . .

The Creativity Test:
Connect the 9 dots with 4 straight lines, without picking up your pen from the paper.

Practice Here...

. . . . . . . . . . . . . . .

4: . . . . . . . . . . . . . .

. . . . . . . . . . . . . .

If you can solve with 4 straight lines, get ‘really creative’ and do it with 3 lines.

3: . . . . . . . . . . . . . .

. . . . . . . . . . . . . .

. . . . . . . . . . . . . .

Now get radically innovative... and do it with 1 line!

1: . . . . . . . . . . . . . .

. . . . . . . . . . . . . .

. . . . . . . . . . . . . .

* For Impact leaders say, “WHAT BOX??”
THINK OUTSIDE THE BOX

4-3-1 SOLUTIONS

1:

RADICALLY INNOVATIVE!
FOLD PAPER so all dots are ‘aligned.’
Then push pencil through the paper...
‘connecting’ all the dots.

3:

REALLY CREATIVE!
‘Thicker’ Pencil...
Longer Lines.

OR
ROLL PAPER so all the dots are on the outside.
Connect ‘around’ the cylinder.

4:

CREATIVE!
“What Box??”
9 to 1: CHANGE OR DIE

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

Alan Deutschman expanded a provocative Fast Company cover story (May 2005) into a full-length book called, **Change Or Die**.

Deutschman’s conclusion from his two-year project:

“90% of patients with severe heart disease fail to CHANGE their own lifestyles … even after their doctor tells them that they’re in a ‘CHANGE or DIE’ situation!”

600,000 people have bypasses every year and 1.3 million heart patients have angioplasties, all at a total cost of around $30 Billion. These procedures are temporary and rarely prevent future attacks or prolong life. However, the patient could avoid the return of pain and the need to repeat the surgery by switching to a healthier lifestyle.

However, after two years, 90% of these patients have **not changed** their lifestyle!

The **Health Care** industry consumes over $3 Trillion a year in the U.S. alone. (20% of our Gross Domestic Product.) **80%** of our health care budget is consumed by five behavioral issues … too much **smoking, drinking, eating** and **stress**, and not enough **exercise**.

This is not about the debates, discourse, disagreement on a Health Care Plan. The fact is that …

**We know the cause of these health problems.**
**We know the solutions.**
**Yet, people won’t, don’t CHANGE.**

* THIS CHANGE is not always about ‘life or death’. Studies have found that **six weeks** into the New Year, **80% of people** had already broken their New Year resolutions (or can’t even remember them anymore)!

A National Institute for Health study found that **97%** of people who lose weight end up gaining it all back within five years!
There is an alternative: **CHANGE TO LIVE.**

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

> “Providing health information is important but not sufficient. We need to bring in the **psychological**, **emotional** and **spiritual** dimensions that are so often ignored.”

Ornish’s **holistic program** actually reverses heart disease without surgery or drugs.

*For what it’s worth, I believe **STORIES** and **NARRATIVES** are the best ways to make these **emotional** appeals. **FACTS** are just **FACTS**. **STORIES** change our **THINKING** and our **FRAMEWORK**.

A three-year Mutual of Omaha Study found that **77%** of Ornish’s patients have stuck with their lifestyle **CHANGES** and avoided bypass or angioplasties surgery, saving Mutual of Omaha **$30,000** per patient (a little over **$7M**) as well!

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

> **“JOY OF LIVING BEATS THE FEAR OF DEATH.”**

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

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

- It’s about the **POSITIVE** vs. the **NEGATIVE**.
- It’s about **EMOTION**, **INSPIRATION**, **VISION**.
- And, it’s about our **ATTITUDE**.

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

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

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

That is sound advice regardless of the area of ‘ **CHANGE**’. 
One of the most powerful lessons from Ornish’s work is that **RADICAL SWEEPING CHANGES are easier and faster** to make… and **sustain**.

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

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

This **radical CHANGE/transformation** thing works with organizations as well. Bain & Company, a management consulting firm, studied 21 companies’ **corporate transformations** where the means were **drastic** and the results were almost always quick and tangible … including a **250%** on average stock price increase!

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

**COMPELLING POSITIVE VISIONS of the FUTURE … are the INSTRUMENTS for CHANGE.**

*‘Survival pitches’ only work for tsunamis and hurricanes (and even that story line is built around people’s future)!*
“It is the foremost task – and responsibility – of our generation to ‘RE-IMAGINE’ our enterprises and institutions, both public and private.”

- Tom Peters

“IMAGINATION is more important than knowledge.”

- Albert Einstein

“IMAGINATION rules the world.”

- Napoleon

RE-IMAGINE:

A WORLD without … HATE
A WORLD without … CANCER
A WORLD without … HOMELESSNESS
A WORLD without … DOMESTIC VIOLENCE
A WORLD without … POVERTY
A WORLD without … ILLITERACY
A WORLD without … DEPENDENCY
There is no way for me to pull together some radical, transformational ideas around CHANGE without talking about Robert Egger’s wonderful book called, BEGGING FOR CHANGE (Harper, 2004).

Egger is a living, fire-breathing Social Entrepreneur who ran the D.C. Central Kitchen. Twenty years ago, he asked a simple question:

“Why aren’t there more RESULTS from 84 million people contributing $200 billion to good causes?” (Figures, 1988)

Today that question has grown to 100 million people and $385 billion. Egger’s answer reinforces the IMPACT drives INCOME insights, epiphany and point of view.

“I wish I could just give you this book, however that is not very feasible, so go to Amazon and order a copy for yourself. Just read the prologue, the intro, the epilogue and Robert’s Rules and you’ll be WOW’d.)
BEGGING FOR CHANGE

NUGGETS

Following are some ‘nuggets’ from this powerful thought leader that seem particularly appropriate around this whole idea of CHANGE (The) RULES (as well as my sometimes feeble attempt to help you CHANGE the way you THINK, TALK and ACT.)

• “We need to … demand more and expect more from our nonprofits. We need to seek out and reward organizations that exemplify leadership, unity, responsibility and accountability.” (AND CHANGE!)

• “In the last decade of the 20th century, nonprofits began to use a language and display an attitude that almost excused their performance. (What do you expect, we’re just nonprofits?) …

- Rather than winning the war on poverty, we focused on containing the enemy.
- Rather than looking for a solution, we found it easier to blame either a cause, political party or an economic system.
- As competition among non profits got ferocious, we tapped into advertising and public service announcements to raise money.”

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

(Here’s one of my favorite nuggets, albeit painful for many organizations and bureaucracies.)

• “Over the past 50 years the structure of non profits has evolved for optimum SURVIVAL not optimum RESULTS.” (Adapt or Die? Change to Live?)

If you’re not already on overload, think about this:

“Leaders and researchers in the nonprofit sector want the public to believe that our lack of progress in the sector is caused by INSUFFICIENT MONEY and RESOURCES, and that we could do more if we could build bigger entities and more non profits. THEY’RE TOTALLY WRONG.”

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

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

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

If these ‘words’ don’t help you CHANGE your THINKING on IMPACT and INCOME…

RE-READ!
I had dinner a couple of years ago with David Bornstein, a terrific writer and evangelist for Social Entrepreneurs. Bornstein wrote a fantastic book called, *How to Change The World*. Over a five-year period, he visited with 60 Social Entrepreneurs and interviewed another 40. The book concentrates on 9 powerful, uplifting and inspirational stories.

Here is Bornstein’s summarized message:

“Social Entrepreneurs are transformative forces … people with new ideas to address major problems … who are relentless in pursuit of their visions … who simply will not take ‘no’ for an answer … who will not give up until they have spread their ideas as far as they possibly can.”

I love this definition! Both of us also love and use Peter Drucker’s ‘THINK BIG’ mantra:

“*The SOCIAL ENTREPRENEUR CHANGES the PERFORMANCE CAPACITY of SOCIETY.*”

Bornstein also reinforces one of my favorite books and mantras: *The Power Of One.*

In his own words,

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

WOW!
THE CHALLENGE

In *How To Change The World*, David is very clear about one thing:

“*The most universal CHALLENGE is LONG-TERM FINANCIAL SUSTAINABILITY.*”

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

Covey’s succinct and powerful thought is still right on:

No Money. No Mission.

However, the corollary is even more important to me.

No Mission. No Money.

*Most of you have seen what I consider to be our most powerful INSIGHT:*

**IMPACT DRIVES INCOME**

NOT the other way around!

I won’t belabor you here with this point of view, but, I would simply remind you, David and every other Social Entrepreneur and For Impact Leader in the world that there is so much money out there to help change the world.*There are more financial resources available than anyone could possibly spend.*

I’m not just talking about McKinsey’s $100 BILLION left on the table ... UNASKED. I’m talking about a TRANSFER OF WEALTH in the next 30 to 50 years of $100 TRILLION!!!

(Give or take a couple of bucks)

And, I’m talking about those people who have had their ‘Bill Gates Shower Moment’... people committed to move from SUCCESS to SIGNIFICANCE!

*These are the people you want to Visit with, Share the Story and Present the Opportunity.*
“WORDS ARE IMPORTANT”

- Tom Peters

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

- Jim Collins

Malcolm Gladwell of The Tipping Point fame, Marcus Buckingham, One Thing You Need To Know, Tommy Hopkins, sales trainer of all sales trainers, Tom Peters and Jim Collins, modern day leadership/management gurus … ALL reinforce what past giants of the motivation and personal development industry like Nightingale, Stone, Mandino, Peale, et al. have said forever:

CHANGE the way you TALK…
and you can CHANGE the way you ACT!

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

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

George Lakoff, Professor at University of California Berkeley, defines ‘FRAMES’ as the mental structures that shape the way we see the world. He says that ‘FRAMES’ are part of our “cognitive unconscious,” but the way that we know our current frames or new frames springs from LANGUAGE.

I want to strongly encourage you to
CHANGE YOUR VOCABULARY.

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

My hope is that the following OLD WORDS/NEW WORDS will help you ‘TALK THE WALK’… to make it easier to ‘WALK THE TALK!’
A simple suggestion: Like any new ‘language’, the fastest way to make progress is ‘total immersion!’ Try as hard as you can to STOP talking about non profits, charity, survival, competing, donors, donations, etc. Use your new VOCABULARY with your Board and your team and it will become the lingua franca, which is a “hybrid language serving as a COMMON LANGUAGE between different people”. I strongly believe you can create a COMMON LANGUAGE for your entire ‘team’ including staff, volunteers and investors.

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

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

Enjoy the following ‘word games’!
## CHANGE YOUR VOCABULARY

### OLD WORDS (Thinking)

- Not For Profit
- Charity
- Mission Statement
- Survival
- Inform
- On The Board
- Competition
- Donor/Donation
- ‘Warm Fuzzies’
- Cultivation
- Campaigns
- Transactions
- Appointment
- Ask For Money
- Peer-To-Peer
- Solicitation
- Trading Dollars
- Cold Calls
- Text-Heavy Brochures
- Powerpoints

### NEW WORDS (Thinking)

- FOR IMPACT
- PHILANTHROPY
- MESSAGE
- VISION
- INVOLVE
- ON BOARD
- COLLABORATION
- INVESTOR/INVESTMENT
- RETURN ON INVESTMENT
- MAXIMIZE THE RELATIONSHIP ...
- AT THIS GIVEN MOMENT
- FUNDING INITIATIVES
- RELATIONSHIPS
- VISIT
- PRESENT THE OPPORTUNITY
- PROFESSIONAL PRESENTATION
- ANY OTHER WORD!!!
- WANT TO HELP
- PREDISPOSITION
- ENGAGEMENT TOOLS
- PRESENTATION MAPS
### OLD WORDS (Thinking)

- Fundraising
- Bureaucracy
- Tax Deductible
- Manage
- Fundraiser
- Beggar
- Face-To-Face
- Solo Selling
- Debate
- Telling (Talking)
- Close
- 3-Ring Binders
- Objections
- Features & Benefits
- A Job
- People-Oriented
- Skills
- No Risk
- Perfection

### New Words (Thinking)

- SALES
- ENTREPRENEURSHIP
- SUCCESS TO SIGNIFICANCE
- BUILD & MAXIMIZE
- OPPORTUNITY PRESENTER
- MATCHMAKER
- SHOULDERS-TO-SHOULDER
- TEAM SELLING
- DIALOGUE
- LISTENING
- OPEN
- NAPKINS
- CHALLENGES
- OPPORTUNITIES
- A CALLING
- TALENT-FOCUSED
- PASSION
- FAILURE
- PROTOTYPE
There it is. I went through a lot of books, articles and a three-foot pile of ‘stuff’ that I’ve been gathering for years on this idea of ‘CHANGE’.

**CHANGE RULES! CHANGE THE RULES! ADAPT … or DIE!**

Darwin nailed it. CHANGE/ADAPT really does RULE. We all need CHANGE to grow, to thrive, to live.

Personally, we all need to be RE-POTTED on a fairly regular basis. As an organization, we need to CHANGE to stay competitive and to respond to today’s challenges (not the issues from the last decade or the last millennium).

One of the things I love about the Third Sector, Social Entrepreneurs and For Impact Leaders is their ability to CHANGE THE WORLD (or certainly a part of the world).

If you are one of these people … and there really are NO RULES … WHAT WILL YOU DO?

I also know you’re going to need FUNDING … resources, revenue, income or whatever you want to call it.

**There is sooooooooo much money out there for great CAUSES and compelling CASES.**

There are people with tremendous CAPACITY who want to help SOLVE social problems.

As a ‘philanthropologist’, I’ve studied, watched and engaged with these people for over 40 years. If you are open to CHANGE, I will guarantee you that you can find people (INVESTORS) who will help you FUND THE VISION.

You know, intuitively, instinctively, in your gut – that almost everything you hear and see about funding, development and fundraising is WRONG.

You know it’s wrong. Your board knows it’s wrong. It’s not working.

As my friend Tim Kight says,

“So everything is perfectly designed to get the results they are getting.”

IF you want different RESULTS … you are going to have to CHANGE your DESIGN!
I hope all of this helps. Take a moment and continue to read my thoughts on NO MORE.

Tim Ferriss of The 4-Hour Workweek fame, has written some really good stuff for ENTREPRENEURS.

He says that ENTREPRENEURS must be DEALMAKERS.

He goes on to add that the Manifesto of a Dealmaker is simple:

“Reality is negotiable. Outside of science, law (and I would say ethics) … all rules can be bent or broken.”

Again, THERE ARE NO RULES if you are trying to CHANGE THE WORLD!
NO
MORE

Not For Profit
Fund Raising
Strategic Plans
Traditional Campaigns

Tax Exempt
Board Meetings
Sustainability
Mission Statements

Charity
Cultivation
Begging
Volunteers

Silos & Boxes
Transactions
Special Events
Solicitation

Endowment
Proposals
Feasibility Studies
Asking For Money
TO GRAB YOUR ATTENTION

The following is a section specifically directed towards the whole ‘GAME OF FUNDRAISING.’

To grab your attention, I’ve laid it out with an imperative NO MORE.

I’m telling you what to STOP and what to START.

*Of the thousands of staff and board leaders who have been exposed to this thinking, only seven people have had the nerve to question the logic. (They were all Big Old White Guys, AFP’s with CFRE’s, who have been doing the same thing every year for the last 30 years.)

I hope you are seriously challenged by these NO MORES. I hope they cause you to squirm, laugh, think … and ACT.

You can view this whole ‘CHANGE THING’ as a terrible disruption of the current status quo … or a terrific OPPORTUNITY to scale and grow.

Note: Nick always tells me how much he hates the NO MORE. He says it means No More No More. He was a philosophy major at Notre Dame. Too logical. Too smart. I’m a guy who barely got into Notre Dame and has no clue how he got out. (I graduated. ‘Holy Moses, How did I make it’ Cum Laude.) I’m using this device as a SYMBOL, a way to challenge/beg you to STOP doing stuff that you know doesn’t work … and START doing stuff that will make a difference.

Irony or serendipity? A really close friend who is one of the best consultants and development people in the business just said to me, “If you want to understand Tom Suddes … take everything that you’ve ever been told about fundraising … and do the OPPOSITE.” Pretty accurate. And mostly true. It doesn’t make everything I say right. Hopefully, it makes it worth thinking about.
YOUR ALTERNATIVE SOLUTIONS

STOP ‘Not-For-Profit,’ ‘Charity,’ ‘Tax Exempt,’ Etc. → START Defining Yourself Around What You Are For… IMPACT!

STOP ‘Fundraising.’ → START Selling Your Impact!

STOP Asking For Money. → START Presenting The Opportunity!

STOP Volunteer Solicitation. → START Professional Presentations!

STOP Special Events. → START Memorable Experiences!

STOP Strategic Plans. → START a 1,000-DAY ACTION PLAN!

STOP Feasibility Studies. → START Leadership Consensus Building!

STOP Silos & Boxes. → START Working As Holistic Teams!

STOP Mission Statements. → START Communicating Your Message!

STOP Sustainability. → START Putting Yourself Out Of Business!

STOP Traditional Campaigns. → START Ongoing Funding Initiatives!

STOP Boards. → START Finding Champions!

STOP Meetings. → START Gathering, Celebrating, Involving!

STOP Proposals. → START Presenting Opportunities With A Creative, Customized Case!

STOP Begging For Change. → START BEGGING FOR CHANGE!!!

STOP Transactions. → START Building Relationships!

STOP Cultivating! → START Maximizing Relationships… At This Given Moment!
STOP thinking of yourself as a ‘CHARITY’, which almost always means small donations given out of pity or guilt. (Think ‘RED KETTLES’.)

STOP begging. “Alms for the poor” is not a compelling message! Nor is a ‘tin cup’ a useful presentation tool.

STOP responding to an 1894 IRS ruling. People don’t give because you’re a tax-exempt 501(C)3! (Avoiding taxes should be done off shore. Just kidding.)

STOP defining yourself in the negative!

STOP focusing on what you’re ‘NOT’.

START defining yourself around what you are for... IMPACT!

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

“YEE HAW! We don’t get to make any money today!”

START FOCUSING on your Vision, your Message, your Cause.

Remind yourself everyday: Your IMPACT DRIVES your INCOME. (not the other way around).
STOP ‘FUNDRAISING.’

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

“Mama don’t let your babies grow up to be... fundraisers.”

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

START SELLING YOUR IMPACT!

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

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

In other words,

| The **SIZE & SCOPE** of your IMPACT | DETERMINES | The **SIZE & SCOPE** of your INCOME |

As I always point out, with all due respect and admiration, **no one** reading this has INCOME that matches your IMPACT.
STOP ASKING FOR MONEY.

Money is merely ‘worthless wampum’!

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

START PRESENTING the OPPORTUNITY!

PRESENT the OPPORTUNITY...

… the opportunity to help with your cause and your case.
… the opportunity to move from success to significance.
… the opportunity to make an impact and change the World.

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

Here's a simple question: Would Apple or Microsoft or IBM (or your own favorite company) ask 'volunteers' to do their 'sales'?

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

In this old model, a typical ‘ask’ by a peer (to a peer) goes,

“I have your (3 x 5) card. Can you give something? Just send it in.”

WOW! Clear. Concise. Compelling. NOT!

START MAKING PROFESSIONAL PRESENTATIONS!

A ‘professional’ presentation involves ‘professional’ STAFF … in a ‘professional’ PERFORMANCE … with ‘professional’ FOLLOW-UP.

* Obviously engaged in CONVERSATION and DIALOGUE with a goal of MAXIMIZING THE RELATIONSHIP.

Special Note: This is not about ‘Bash the Volunteer.’ Rather, it’s an attempt to help you re-think and re-invent the role of your VOLUNTEER LEADERS.

Volunteer Leaders, Board Members and Current Investors are all a huge part of the TEAM SELLING process. Great volunteer leaders and great board members are literally worth their weight in gold (and at today’s prices, that’s a big deal!).

They should be used before, on and after the VISIT … but they should never be used ALONE!
**STOP** SPECIAL EVENTS.

**ALERT:** SPECIAL EVENTS ARE NOT ‘SPECIAL!’ And, they’re not ‘EVENTS!’
They rarely generate income/money anywhere close to the corresponding staff and volunteer effort and time!

If you really think anyone in your organization really wants to work for ‘EVENTS-R-US’ or do one more ‘GOLF OUTING,’ ‘STAR BAZAAR’ or BINGO, you need to get out of your office (and out of your dream world!) and talk to your stakeholders!

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

**START** CREATING MEMORABLE EXPERIENCES!

**MAKE EVERYTHING YOU DO A MEMORABLE EXPERIENCE!**

They’re more IMPACTFUL. More FUN. More PRODUCTIVE. A ‘MEMORABLE EXPERIENCE’ is about your Vision, your Message, your Impact. It’s not about raising money, selling tables, golf holes or silent bids.

Every ‘MEMORABLE EXPERIENCE’ is an incredible PREDISPOSITION OPPORTUNITY to create the perfect FOLLOW-UP. (Something that never happens after a Non-Special Event.)

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

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

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

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

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

P.S. I feel the same way about no more ‘Business Plans,’ but I’ll save that rant for another day.

There is too much to do … too many lives to SAVE and IMPACT … to get caught up in ‘strategy.’

START A 1,000-DAY ACTION PLAN!

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

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

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

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

Think about it from the other side for a second.

No one wants to be ‘CULTIVATED’.

They either get your Message or they don’t. They want to support your Cause and your Case or they don’t. People are busy. They actually have lives. While they truly do want to help, they don’t want to have a multitude of meetings before they’re even told what it is that you actually WANT from them.

START MAXIMIZING RELATIONSHIPS … AT THIS GIVEN MOMENT!

Many of you are waiting for the ‘perfect time’ to make your ‘BIG’ request.

The ‘perfect time’ to MAXIMIZE a RELATIONSHIP is always NOW … AT THIS GIVEN MOMENT!!

MAXIMIZING RELATIONSHIPS could be an invitation to join a Leadership Group, President’s Circle, etc. It could be Presenting an Opportunity to Leave a Legacy Gift. Or, it may be ‘THE’ moment … for ‘THE’ Gift … that truly TRANSFORMS your organization.

Remember: You’re in SALES. Get over it.

Go ‘sell’ your Vision, your Ideas, your Priorities, Projects and Programs … NOW.
STOP FEASIBILITY STUDIES.

Having watched hundreds (maybe even thousands) of ‘NON-PROFITS’ do ‘FEASIBILITY STUDIES’...

I still don’t get it!

*Internal* staff get together and agree they need more money.

An *Internal* group decides to do a campaign to raise more money.

*Internal* leaders enlist EXTERNAL CONSULTANTS to do a feasibility study... for justification, CYA and backup.

*Consultant conversation goes like this:*

“If ’xyz non-profit org’ were to do a *hypothetical* Campaign with a *hypothetical* goal... how much *hypothetical* money ... would you *hypothetically* give ... to this *hypothetical* Campaign?” (UGH!)

*Special BOARD Note:* The following is a direct quote from a ‘FEASIBILITY STUDY’ conducted by a very old and well respected Consulting Firm.

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

WOW! ‘BURDEN’. ‘SACRIFICE’: Those two words alone should cause board members to enthusiastically and passionately engage in your ‘campaign’. (UGH.)
START LEADERSHIP CONSENSUS BUILDING.

IN INVOLVEMENT begets INVESTMENT!!

Instead of ‘Feasibility,’ think ‘Leadership Consensus Building.’

Get your TOP STAKEHOLDERS INVOLVED in BUILDING the PLAN... for both IMPACT and INCOME!!! This OWNERSHIP will translate into a HUGE RETURN on the time, energy and resources you INVEST in this process.

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

1. **LEADERSHIP.** It is what it is. It is what it says.
   Engage your best leaders in this process of message clarification, prioritization, and funding planning.

2. **CONSENSUS.** Consensus is about the right decision …
   NOT (necessarily) about unanimous agreement on a politically correct, watered down, something–for–everyone plan. Consensus (on Purpose/Priorities/Plan) creates commitment, generates momentum, and forces engagement (vs. ‘passive participation’).

3. **BUILDING.** This is the kicker.
   This is the ‘action word’ that makes this idea worth millions!!! You must provide a framework to let your stakeholders help BUILD THE PLAN!!!

This approach also serves as ‘THE’ most powerful form of PREDISPOSITION … Since it answers one of the 3 most Frequently Asked Questions, “WHO DECIDED WHERE THE MONEY GOES?” With an emphatic, “YOU DID!”
STOP TRANSACTIONS.

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

START BUILDING RELATIONSHIPS!

What Business Are You In? You are in the RELATIONSHIP ‘business’!! Everything in your model and process should be built upon a foundation of RELATIONSHIPS, ‘LIFETIME,’ if possible.

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

“A relationship is:
1. A Continuing Series of …
2. Collaborative Interactions …
3. Inherently Unique … to the INDIVIDUAL PARTICIPANT.”

Continuing … Collaborative … Unique.
If you buy into that definition, it’s pretty easy to distinguish a relationship from a ‘transaction.’

“There is only one rule for financial success:
You must know the difference between a LIABILITY and an ASSET.”
- Robert Kiyosaki, Rich Dad Poor Dad

“There is only one rule for financial success:
You must know the difference between a TRANSACTION and a RELATIONSHIP.”
- Tom Suddes, For Impact Corollary
STOP SILOS & BOXES.

Again ...

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

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

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

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

All of you know where your ‘silos’ exist. They are parts of the organization that are disconnected by the ‘BOXES’ (in the organization chart), the baggage, the sacred cows of the organization and by the ‘BOSSES’ (of the different departments.)

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

Creating a model and an organization built on HOLISTIC TEAMS who collaboratively engage in transformation, vision and changing the world beat the living daylights out of ‘boxes’ and your ‘organization chart.’

(Obviously, I'm not expecting any HR people to be looking at this.)

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

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

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

This may freak you out, but it’s about the TITLE! It’s so ‘developmenty’ and ‘fundraisey’. It’s an insider’s word. It’s on our business cards and on our stationery. We might as well wear a sandwich board that says,

“**I'm a MAJOR GIFT OFFICER. I'm coming to ASK you for a MAJOR GIFT. Get ready.**”

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

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

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

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

START COMMUNICATING YOUR MESSAGE!

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

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

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

P.S. Don’t worry about trying to ‘change’ your mission statement. Leave it alone. It’s too painful a process.

Just work on your MESSAGE.
STOP SUSTAINABILITY.

START PUTTING YOURSELF OUT OF BUSINESS!

A lot of ‘nonprofits’ are desperately trying to attain ‘SUSTAINABILITY’.

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

I realize this doesn’t work for everyone reading this (education institutions, etc.). However most organizations believe: What if you are willing to go one more (RADICAL) step further?

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

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

START SAVING, CHANGING, IMPACTING LIVES!

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

And if that doesn’t get your attention, how about: No More Cash For Endowment

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

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

Here’s a pretty simple way to look at it:

A 5% IMPACT vs. a 100% IMPACT.

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

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

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

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

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

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

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

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

Classic ‘TRADITIONAL’ campaigns are built around:

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

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

START FUNDING INITIATIVES!

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

Note: I’m into Funding Initiatives, Funding Priorities and Funding Projects. There is a lot of good in creating a sense of urgency, timetable, specific goals, focus, etc.
STOP BOARDS.

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

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

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

• ‘BOARDS’ are all about being ‘SAFE’
  (vs. SCALE and GROW).

• ‘BOARDS’ are all about ‘SUSTAINABILITY’
  (vs. IMPACT.)

• ‘BOARDS’ are all about FINANCIAL REPORTS and 2% YIELD from the PORTFOLIO. (vs. IMPACT.)

• ‘BOARDS’ create COMPLEXITY.
  (vs. SIMPLICITY and getting stuff done.)

3 reasons your ‘COLLECTIVE BOARDS’ are useless, worthless, ineffective:

1. SACRED COWS. We’ve always done it this way. Your Board ends up with what Tom Peters calls D.S.G.Y.s: Designated, Self-Appointed, Guardians of Yesterday.

2. SELF-PERPETUATION. Like-kind people nominating and finding like-kind people.

3. ENTREPRENEURIAL ATTITUDE. Lack thereof. No entrepreneur worth their calling would spend time on a ‘wishy-washy, play it safe, don’t make waves’ Board.

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

Again, in the collective, Boards are much like a MOB. Filled with people looking to: Show up. Meet. Have information disseminated. Leave.
START FINDING CHAMPIONS & C.P.A.s

Find CHAMPIONS … AND, Committed Passionate Advocates who want to help you CHANGE THE WORLD!

Get the right people on the bus and on board!

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

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

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

“Getting the RIGHT people on the RIGHT seats on your bus allows you to move in any direction that you want.”

- Jim Collins

Download On Boards at forimpact.org for more insights on Boards.
STOP MEETINGS.

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

“LOSERS MEET. WINNERS DO.”

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

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

START GATHERING, CELEBRATING, INVOLVING!

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

A meeting, by the way, is not a place to INFORM! If you want to share information, write it down and get it out in a one-pager. If you’re going to ‘gather’ for actionable results, then people need to be engaged and involved in the session … not listening to one person ramble with no purpose. I’d love to see more opportunities for ‘CELEBRATIONS’ of accomplishments and success (rather than just ‘talking’ about what we’re going to do).

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

START PRESENTING OPPORTUNITIES WITH A CREATIVE, CUSTOMIZED CASE!

Scenario 1:
You are one of the most impactful healthcare organizations in the world. Your vision and priorities are clear. You shared that your investment goes to Research, Education, Service and ask which one they think is most important? They respond with Service. You reach in your ‘bag’ and pull out a PROPOSAL for … ‘RESEARCH.’ You don’t really care what they want. You’ve already decided what they’re interested in before you met with them.

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

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

*I will never forget asking a large foundation officer, “Before we get started, could you share the most important priorities of the foundation at this time?” His response was an amazed look and “No one has ever asked me that.” I found that hard to believe, but …
There it is! Plenty of yeast, fodder, and ideas to help you and your organization CHANGE …

Feedback always appreciated.

Just ping me at tom@forimpact.org.

Godspeed.
ABOUT TOM SUDDES

Tom Suddes has made a name for himself as a thought leader, a motivating coach, a master facilitator & trainer, an engaging speaker and a prolific writer. Tom has 40 years of experience in Strategic Visioning, Fund Development, Business and Entrepreneurship.

He began his career in the Development Office at the University of Notre Dame in 1973. In 1983, he founded The Suddes Group, which has managed over 500 Campaigns, raised over $1 Billion and helped generate 3 million new jobs in their work with 125 Economic Development Organizations around the country.

And, in the last 10 years, the For Impact Partners and Coaches have helped organizations raise another $1 Billion to scale and grow their Impact … and on their way to its 3rd Billion

Tom has made more than 6,000 one-on-one ‘sales’ presentations … and has trained thousands of 3rd Sector and Business Leaders in the art and science of becoming a For Impact Organization. He is the author of Take A Quantum Leap, a number of For Impact Guides and co-author with Nick Fellers of the content at ForImpact.org.

A serial entrepreneur since age 16, Tom has founded 19 businesses; and now dedicates one-third of his ‘work’ schedule to helping social entrepreneurs change the world. He also spends significant time in Ireland helping to transform the country’s philanthropic model.

In 1997, Tom won a Trip Around the World (the only contest he has ever entered) where Success Magazine and Opportunity International awarded him a chance to share his entrepreneurial experiences with Third-World Micro Entrepreneurs in Russia, Poland, India, Bangladesh, the Philippines and Australia.

Tom served in the U.S. Army as an Infantry Officer, Airborne and Pathfinder. He was a two-time welterweight boxing champion at Notre Dame, and has been the boxing coach there for 40 years. He returns every year for a six-week ‘mini-sabbatical’ to coach and referee the Bengal Bouts. He is the Executive Producer of STRONG BODIES FIGHT, a documentary film about Notre Dame Boxing and its impact upon the Missions in Bangladesh.

Tom recently competed in the Masters Division of the Ringside Boxing World Championship and won the title in his age/weight class.

Throughout his crazy, eclectic, eccentric life, Tom has been anchored by his family. Now, his seven grandchildren are the centerpiece of life on his 50-acre farm/training center, Eagle Creek, outside of Columbus, Ohio.