

## FOR IMPACT THE 'IDEAL' DEVELOPMENT OFFICER

By: Tom Suddes

'Ideal' equals perfect. Perfect doesn't exist. However, if I were building the IDEAL PROFILE of a DEVELOPMENT OFFICER (aka salesperson/fundraiser), I would consider these **3 big things**:

### 1. HEART. HEAD. HANDS. (In that order!) I would look for people who meet the following criteria.

- **HEART. (PASSION.)** French word for heart is *cour*, root word for **COURAGE!** In my world, **HEART** trumps every other factor... 10 to 1, 100 to 1. **HEART** is about **PASSION**. (If they are not absolutely passionate about the 'organization', the 'job', the 'work', there is no way to overcome this!) **HEART** is about **ATTITUDE!** (Attitude is everything!) **HEART** is about **ENTHUSIASM** (excitement, 'God within', etc.) **HEART** is about **IMAGINATION**. (Big Al: "*Imagination is more important than knowledge.*")

HEART equals COURAGE. COURAGE equals CONFIDENCE, CONFIDENCE equals ability to ASK.

- **HEAD. (INTELLIGENCE.)** HEAD equals smart. Quick study. Ability to set goals, create self-fulfilling prophecies, discipline, etc.

HEAD is also about 'eyes' and 'ears' and 'mouth'. For example, the Ideal Development Officer needs:

'Eyes' for both *Vision* and *Focus*. Ability to see what other people don't see.

'Ears' provide one of the greatest attributes: ability to **listen!** (Not just 'hear'. Listen, process, link, respond.)

'Mouth' symbolizes the ability to **present!** Effective communicator. Incredible storyteller. [Remember: 'Selling is not telling'... unless it's a story!]

Head is also about a great memory! One of the best Development Officer traits is ability to **remember** 'stuff', link 'stuff', combine 'stuff.' One of the best Development Officers I've ever been around was Joe M. at Notre Dame. He was, literally, 'Google before Google'. Class year, classmates, businesses, etc. Remembered everything he read. More importantly, able to **connect** it.

- **HANDS. (SKILLS.)** Sales skills. Listening skills. Adaptability, flexibility, productivity skills.

HANDS (SKILLS) are things that can be learned or trained, but the higher the skills coming in, the better the candidate.

**ACTION:** Use this HEART, HEAD, HANDS Model as your guide to hiring the best possible TALENT!

**Special Note:** Just so I am Jack Nicholson “crystal clear”:

**HEART is #1 requirement!**

The person must absolutely **LOVE** your CAUSE, CASE, ORGANIZATION... and their ‘JOB’!!! They would work for FREE! Better yet, they would actually PAY YOU to work!!! (One of my earliest role models at Notre Dame, Phil F., was a Notre Dame grad, successful businessperson, amazing father. Worked as Legal Counsel for Notre Dame for \$1 a year. Plus, probably gave Notre Dame more than \$1 Million over his ‘career’!)

Personal Story: I’ve been the boxing coach at Notre Dame for over 35 years. I spend **six weeks** up at Notre Dame every year helping continue an 80-year tradition. Not only volunteer (don’t get paid) but pay for my hotel during the entire stay, plus expenses, plus contribute money. Why? Because I LOVE the Bengal Bouts. I love my boxing experience. I owe the program more than I could ever re-pay. And, I get to hang around 250 (men) and 100 (women) of the most amazing young people in the world.

**Special, Special Note re APPLICATION:** Here’s an incredibly simple way to APPLY this whole HEART-HIRING thing. Make the **#1 requirement** for all the candidates be a **deep, passionate commitment and connection to the organization!** The Theatre in Ireland needs to hire a professional **actor** who has performed on its magnificent stage; or find a theatre *amateur* who loves what the theatre represents. (*Amateur*, by the way, is a word rooted in *amore* and **loving what you do!**) The Hospital needs to hire a former **patient** whose life was **saved** or **dramatically transformed by the experience**. The College needs an **alum** or a **parent** who can personally testify to the experience. The Cancer Research Center needs a **cancer survivor**. The Catholic High School needs an **alum** who would love to give back to their alma mater. And on and on.

**2. 'EAGLES & DUCKS'.** The 'Eagles and Duck' metaphor is designed to help you DEFINE THE JOB! In this simple framework, I believe a job/ role can be defined as a perfect position for **either** an **EAGLE** or a **DUCK**!

**Note:** You cannot mix the two. No crossbreeding. While there may be zonkeys, a blend of a zebra and a donkey... there is no such thing as a DEAGLES or EAGLUCKS!

DUCKS are some of the most versatile animals on earth. They can fly, they can swim, they can walk on land. Every organization needs DUCKS.

EAGLES, on the other hand, are noted for their vision (keen eyesight), speed and majesty (the American symbol)... and not flocking!

Here's how I view this metaphor:

<p><b><u>DUCK</u></b>          Internal          Left-Brained          Management          Reticent          Internally Drive          Introverted</p>	<p><b><u>EAGLE</u></b>          External          Right-Brained          Sales          Outgoing          Externally Driven          Extroverted</p>
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Don't get hung up on the words... but rather the CONCEPT! Simply ask yourself, *"Is this job/role meant for a DUCK or an EAGLE?"* I firmly believe that the Chief Sales Officer (re: Development Office, Major Gift Officer, External Member of the Sales Team) needs to be an EAGLE.

**Special, Special Note:** As I write this, I realize that the Eagle and Duck metaphor is really about one of my most personal and driving maxims: **FOCUS ON STRENGTHS!!!** Simple fact: People don't change. At a certain age, you are what you are. Some really powerful research and thinking is now behind this entire idea of FOCUS ON STRENGTHS. Here is a wonderful supporting story that makes the FOCUS ON YOUR STRENGTH point better than anything I've ever heard or read. It also happens to be titled *ANIMAL SCHOOL!*

## THE ANIMAL SCHOOL

Once upon a time, the animals decided they must do something heroic to meet the problems of a "new world." So they organized a school.

They adopted an activity curriculum consisting of running, climbing, swimming and flying. To make it easier to administer the curriculum, all the animals took all the subjects.

The duck was excellent in swimming, in fact better than his instructor; but he made only passing grades in flying and was poor in running. Since he was slow in running, he had to stay after school and drop swimming in order to practice running. This was kept up until his webfeet were badly worn and he was only average in swimming. But average was acceptable in school, so nobody worried about that except the duck.

The rabbit started at the top of the class in running, but had a nervous breakdown because of so much make up work in swimming.

The squirrel was excellent in climbing until he developed frustration in the flying class where his teacher made him start from the ground up instead of from the treetop down. He also developed 'charley horses' from overexertion and then got C in climbing and D in running.

The eagle was a problem child and was disciplined severely. In the climbing class he beat all the others to the top of the tree, but insisted on using his own way to get there. (!)

At the end of the year, an abnormal eel that could swim exceedingly well, run, climb, and fly a little had the highest average and was valedictorian.

The prairie dogs stayed out of school and fought the tax levy because the administration would not add digging and burrowing to the curriculum. They apprenticed their child to a badger and joined the ground hogs and gophers to start a successful private school.

From the very first *Chicken Soup for the Soul*

Does this fable have a moral? Yes, it does!

# SOAR with your STRENGTHS!

**3. THE TALENT SPECTRUM.** The best place to be looking for talent on this spectrum is on the **far left** or the **far right**. (And I’m not talking about political leanings!)

	22-30	30-50	50-60	60-90+
STAGE:	'BEST & BRIGHTEST'	'PRIME-EARNING YEARS'	'SUCCESS TO SIGNIFICANCE'	'ELDERS-SAGES'
PROFILE:	<ul style="list-style-type: none"> <li>• Young</li> <li>• Passionate</li> <li>• Committed</li> <li>• Cause-Driven</li> </ul>	<ul style="list-style-type: none"> <li>• Success-Driven</li> <li>• High Cost of Living</li> <li>• Family Priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Make A Difference</li> <li>• Seek Re-Potting</li> <li>• Great Coaches</li> </ul>	<ul style="list-style-type: none"> <li>• Experience</li> <li>• Wisdom</li> <li>• Great Mentors</li> <li>• Untapped Resource</li> </ul>

People 'in the middle', God bless them, need a job! Their focus is on 'the job'. A paycheck. Supporting their families. Therefore, '**heart... work for free because you love what you do**' is much tougher when you're responsible for a family.

Look on the 'left' end of the spectrum for incredibly passionate, excited, enthusiastic 'BEST & BRIGHTEST'! Promise them an amazing experience, great contacts, 'work' days filled with challenges... and you can recruit these superstars!

\*Read Daniel Pink's new book, [Drive: The Surprising Truth About What Motivates Us](#), on why people work. New generation wants to be involved in something with a PURPOSE, not just a PAYCHECK!

The SUCCESS to SIGNIFICANCE group at the 'right' is a terrific RESOURCE. Family raised. Ready to get out of 'rat race'. Want new challenges. Would love to use their experience and talent to help change the world! Looking to 're-pot'.

ELDERS-SAGES, on the far right, are another HUGE untapped resource for the For Impact world! Maybe not full-time... but these people bring soooooo much to the table, that they can have an amazing impact in only a few days a week or month. (Think S.C.O.R.E., coaches helping small businesses, mentor programs, etc.)

\*See Marc Freedman book, [The Big Shift](#) for great stuff on 'boomers' and 'second careers' at For Impact orgs.

If '60' is the new 50... then 70 and 80 are the new 60! 'Boomers' (millions of us) aren't ready to retire, play golf, sit around the house, etc. We/they want to make a difference. And, it's not about 'money'! They will help... and even INVEST!

**ADDENDUM:** 3 other ‘nuggets’ that might help with TALENT.

1. The ‘**MAGIC BUS**’. Jim Collins’ eponymous ‘BUS’ metaphor is another great way to look at hiring the best possible TALENT.

*“GET THE RIGHT PEOPLE ON THE BUS.”* (See previous thoughts!)

*“GET THE WRONG PEOPLE OFF THE BUS.”* As you’re looking for new talent, you need to get the **wrong people** off the bus or you will pollute the new hires that you have so painstakingly recruited! Some of your current people are just **toxic**. Others are just complacent or stagnant. Both of those will have an impact on your new ‘Best & Brightest’ or ‘Success to Significance’ talent. (Again, see Dan Pink’s reason for people working.)

*“GET THE RIGHT PEOPLE IN THE RIGHT SEATS.”* Collins is way smarter than me... and has incredible research to back up all of his thinking.” Right people in right seats” is just a really powerful way of talking about FOCUS ON STRENGTHS, ‘EAGLES & DUCKS’, defining ROLES & RESPONSIBILITIES, etc.

2. **WHO, NOT HOW**. If you’ve got the right people/the right team... then you shouldn’t need a lot of time to ‘**manage**’ them! This WHO, NOT HOW concept represents a way of thinking that values the **assignment** of action/projects (WHO) over the **method** of accomplishment (HOW).

See *MESSAGE TO GARCIA!*

3. **ATTITUDE vs. SKILL**. Going back to the ‘HEART’ thing, I want to add this ‘**test**’ I learned from the master motivator and best sales trainer in the world, Zig Ziglar.

**List** all of the CHARACTERISTICS and TRAITS you are looking for in your **role/job description**.

Now take a moment and mark each one with **A** for ATTITUDE or **S** for SKILL.

\*In group settings, this list ends up with **90% A...** and **10% S!!!**

**HIRE FOR ATTITUDE. TRAIN FOR SKILL.**

Here's my favorite story on getting stuff done! Written by Elbert Hubbard, editor of the "Philistine Magazine", *Message to Garcia* was published in **March of 1899!** I am paraphrasing Hubbard's story... but I think you will get the point.

## **CARRY A MESSAGE TO GARCIA!!!**

**THE STORY:** When war broke out between Spain and the United States, it was necessary to communicate quickly with the leader of the insurgents... a **General Garcia**. He was somewhere in the mountain vastness of Cuba - no one knew where. Mail or telegraph could not reach him... and the President had to secure his cooperation quickly.

Somebody told the President, *"There's a fellow by the name of ROWAN who will find Garcia for you, if anybody can."*

**Andrew S. Rowan**, West Point Class of 1881 was a First Lieutenant in the 19th Infantry, U.S.A. (Yes!) Because he knew the topography of Cuba, was familiar with Spanish, and had shown himself to be a brave and prudent soldier, Lieutenant Rowan was selected for this mission.

In short, he took the letter, sealed it in an oilskin pouch, strapped it over his heart and crossed from Jamaica to the southern coast of Cuba in a sailboat. He disappeared into the jungle, made his way inland to Garcia's camp... and **DELIVERED HIS MESSAGE!!!**

**In Hubbard's words:** *"The point I wish to make is this: McKinley gave Rowan a letter to be delivered to Garcia. Rowan took the letter and did not ask, 'Where is he at?' By the eternal! There is a man whose form should be cast in deathless bronze and his statue placed in every college in the land. It is not book learning young men need nor instruction about this and that but a stiffening of the vertebrae which will cause them to be loyal to a trust, to act promptly, concentrate their energies; and do that thing - 'CARRY A MESSAGE TO GARCIA!'"*

All kinds of 'lessons' here. Pick the one you need today.