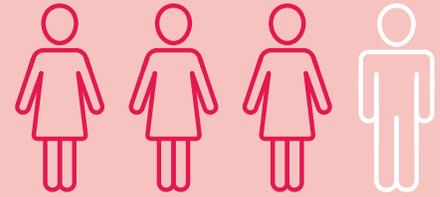




The Nonprofit Leadership Workbook for Women

5 TRUTHS AND A LIE



73%

of all nonprofit employees are women.



Women account for just

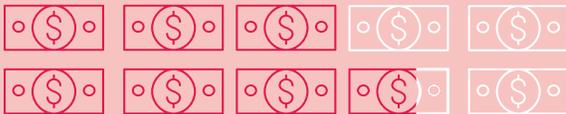
45%

of nonprofit CEOs.

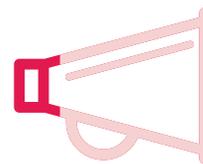


21%

of nonprofits with a \$25+ million budget have a female CEO.



Female CEOs make only 66% of male salaries.



Women of color account for less than

14%

of board members.

There's 0% you can do about it.

These stats aren't meant to discourage you. They're meant to inform you, inspire you, even validate your own feelings and experiences. These numbers reflect the present, but they don't have to be the future.

Source: THE WHITE HOUSE PROJECT REPORT Benchmarking Women's Leadership

The Nonprofit Leadership Workbook for Women was made possible by change makers, women who defied the odds and rose to the top of their companies and organizations to serve as leaders.

THIS IS YOUR INVITATION TO JOIN THEM.

Introduction

The Nonprofit Leadership Workbook for Women is designed to help you clearly define your vision as a leader and create an action plan to make it a reality.

The exercises will challenge you to reflect on your goals and provide you space to record your thoughts as you take the steps you need to reach professional and personal success as you define it.

Your mission needs you in a big way. Take your time, stay focused, and never forget that you're doing important work in the world

Ready to take the next step toward your future career?
Let's get to work!



What Does Leadership Look Like to You?

Many aspiring leaders make the mistake of plotting a path toward the job they want, instead of the change they want to create.

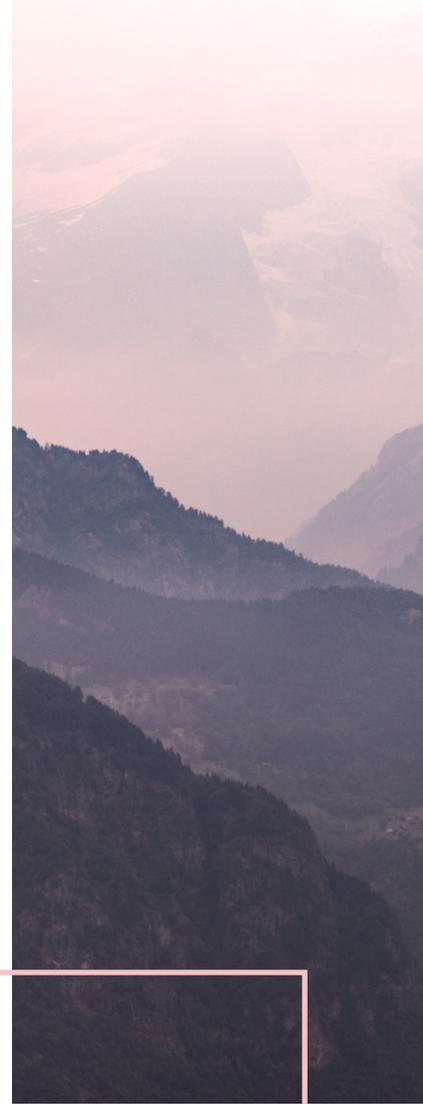
The first step to becoming a leader is defining your vision of success by asking yourself, “How can I make the greatest impact within my organization?”

Identify where and how you can make the biggest impact. What is the end result you want to achieve? How will you define success?

Once you pinpoint your picture of success, determine what role you will need to fill in order to drive that impact:

- A promotion within the department you’re serving
- A new role that champions change in your organization
- A pivot to a new career path that’s a better fit for you

Define your role by writing a short bio for your future self the way it will appear on your organization’s leadership page.





3 Goals for Aspiring Leaders

Now that you've got a good idea of what your leadership role will look like and how you'll leverage your role to impact your cause, it's time to set goals that will help you grow into it.

This chapter includes short exercises that pair each leadership development goal with a clear, specific action or actions that will help you make your vision a reality.

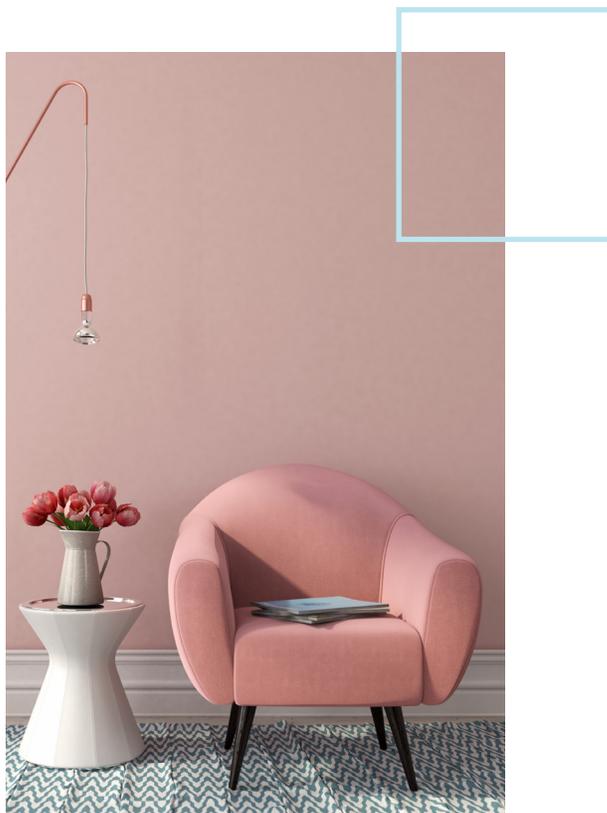
GOAL #1. GROW AS A LEADER, BOTH PERSONALLY AND PROFESSIONALLY.

As an aspiring leader, it's important to understand and adopt the knowledge, skills, and communication style that will help you flourish in your role and best support your team. Of course, these will vary depending on where you work, but it's no surprise that many of the leaders we look up to share common traits.

Leadership requires a person to have a vision, bring people together, and assemble a team of people who are each positioned to succeed by leveraging their strengths.

Some common characteristics of successful leaders are:

- Excellent communication skills
- Transparency and openness to feedback
- Willingness to work on both strategy and execution
- Strong business acumen
- Great flexibility
- Unwavering commitment



What would you consider are your strengths from this list?

What is a quality that you haven't demonstrated within your organization just yet?

What action(s) can you identify that would help you gain one or more of these leadership qualities you lack?

Grow as a leader, both personally and professionally by:

Example: Asking to be mentored by my executive director.



Next, identify the skills your future leadership role will require by researching the role and similar job descriptions online or looking at the skills and experience of people in the role you're pursuing:

Now, set a goal to build your leadership toolbox with the skills you'll need in your future role.

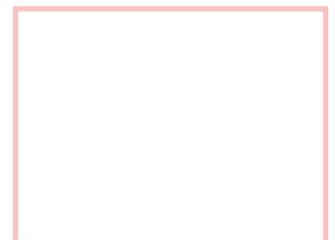
Partner with people who can provide guidance and:

- Apply/ask for a mentorship within or beyond your organization.
- Shadow a colleague who can teach you something new.
- Explore learning opportunities within your professional network.

If you're unsure how to establish a mentorship or your network is light on people who can lend a hand, don't stress. We'll address how you can make and maintain these crucial relationships a little later.

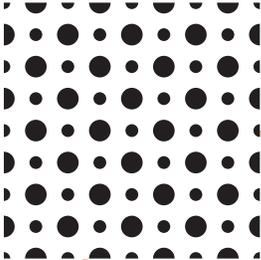
Strapped for time during office hours? There are lots of easy and affordable ways to learn new skills anytime.

- Apply for the AFP's free online mentoring program.
- Take online classes on all kinds of topics with Skillshare.
- Attend free on-demand fundraising webinars.



Develop your skill set by:

Example: Collaborating with a successful event fundraiser to boost registration for our annual gala.



The secret to a valuable leadership toolbox?
Never stop learning.

The landscape of fundraising is always evolving. It's crucial to stay current on the tools, trends, and best practices that will help you and your team adapt to the needs of your mission, your donors, and the overall future state of the nonprofit community.





GOAL #3. INNOVATE AND IMPROVE WORK, PROCESSES, OR COLLABORATION AT YOUR ORGANIZATION.

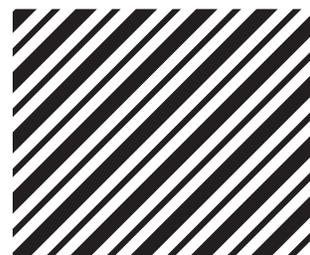
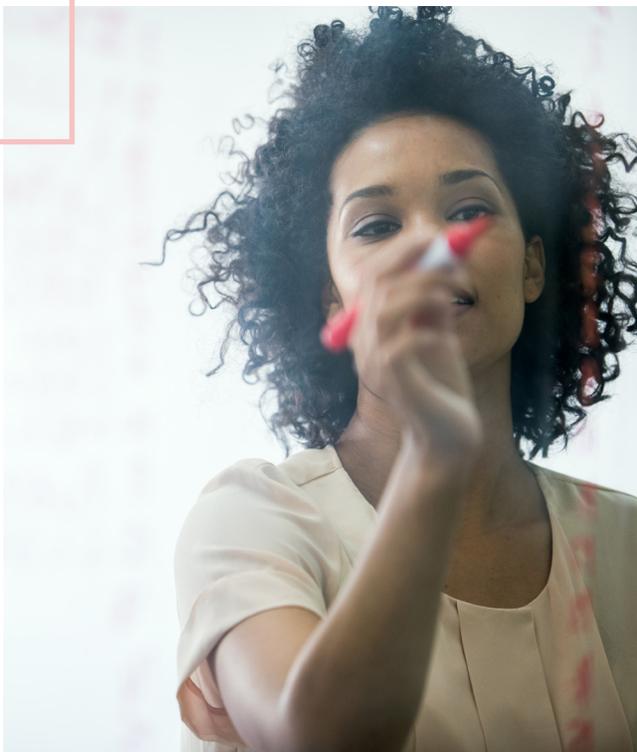
Before you can implement change, you need to first have a thorough understanding of how your organization is structured, from its development initiatives and donor segments to its communication channels and key resources.

Complete this [Nonprofit Mission Model Canvas](#) to help you paint the big picture, so you can pinpoint areas of opportunity or improvement.

When looking at your nonprofit mission model canvas, what aspect of your organization can you fully wrap your arms around and own? Propose a collaborative project that will result in a useful product or process for your organization.

Innovate and improve work, processes, or collaboration at your organization by:

Example: Analyzing donor communications to identify successful campaigns and create templates with proven messaging.



Go for the Goal

Now it's time to create a game plan that will help you achieve the goals you outlined in this chapter. Don't know where to start? We've got you covered in the pages ahead.



Build Your Brand

Personal brand-building is a self-reflective process that can shape the way people perceive you as a person and a professional.

AS A LEADER, YOU'LL WANT TO DEVELOP A PERSONAL BRAND THAT:

Gives a memorable impression.

Your personal brand should position you as someone people will seek out for collaboration, expertise, and advice. Present yourself so the leadership qualities you possess are always on display.

Personal brand-building encourages you to speak, write, and dress in a style that's uniquely and authentically you, so use this opportunity to stand out first and foremost as a professional, as well as a masterful fundraiser, breakthrough creative - whatever it is that you want to be known as.

Spotlights your expertise.

Make it obvious that you're highly skilled at something - not by talking about it, but by producing solid work that reflects your talent and experience. Create a portfolio that showcases your work so others can know what to expect when they work with you or for you. Share your knowledge with others, so people know that your presence and contributions positively impact those around you.

Connects you with people online and in person.

By representing your work with a personal brand, you make it easier for people to feel connected to you as a leader. Take this opportunity to make and maintain relationships with people in and beyond your organization on and off the clock. The more people you know, the more resources you can tap into when you're in need of someone with a particular skill set.



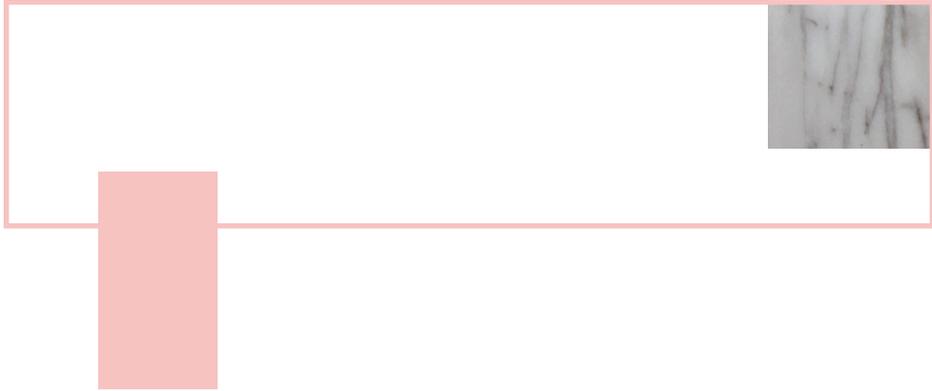


THE ART OF MAINTAINING A BLEMISH-FREE BRAND

One of the hardest things for a leader is to allow people to truly know them, see them, and still maintain the respect of their team. The key to this balancing act is understanding what the boundaries are within your organization.

In short, check yourself. You know what types of communication and conversations are helpful and necessary, so always consider why you're sharing what you're sharing. If it's not in the other person's best interests, save it for when you're off duty.





Adopt a Mentor

A mentor-mentee relationship can enhance your skills, business acumen, and provide you with valuable insight, guidance, and feedback as you seek to move forward in your career.

FINDING YOUR MENTOR

A mentor is someone who you know and admire, whose experience and perspective can help guide you in your personal and professional growth.

A common misperception is that your mentor has to be someone like you, has the job you want, or is in your organization.

Leadership competencies are universal. Pairing yourself with someone in a different nonprofit, sector, or field could give you a broader view of your organization, new ways to approach challenges within your work, and different perspectives on how your skills can contribute to the overall success of your mission.

List someone who can serve as a mentor. Write down what your potential mentor can offer you, along with what you can offer them.

MENTOR:

HOW THIS MENTORSHIP WILL BENEFIT YOU:

HOW THIS MENTORSHIP WILL BENEFIT YOUR MENTOR:

Reach out to your potential mentor and set up a meeting to discuss your goals and evaluate how a mentorship can help you achieve them.



5 ELEMENTS OF A SUCCESSFUL MENTORSHIP

Make your mentorship count by continuously evaluating its progress.

Every good mentorship should:

Have a goal in mind.

Using the benefits you listed with each potential mentor above, define a goal you'd like to achieve that can serve as a guide for your mentorship.

Be a conversation.

A mentorship should be a two-way street, with both mentor and mentee exchanging ideas, thoughts, and advice. Your mentor can learn from you, too!

Meet regularly.

Unless you and your mentor can commit to consistent meetings, your progress will be paused and diverted, diluting the impact of your mentorship.

Challenge you.

A good mentor will provide you with inspiration (blogs, books, etc.), projects, and exercises that will push you to progress. Ask yourself, what's new to you after this is over?

Make valuable connections.

Your mentors should make introductions for you that can help you grow your network, obtain new skills and opportunities, and move forward in your career.



Establish Your Network

A professional network is a great way to meet and develop meaningful relationships with people and receive opportunities to leverage your skills, collaborate with talented teams, and learn new skills.

HOW TO MAKE NETWORKING FEEL NATURAL

Don't network simply to network.

Go to places and spaces that attract people whose skills, experience, and connections can benefit your personal development and professional growth.

Network in good company.

You don't have to show up at an event solo. Invite a colleague or friend to accompany you to a meetup or event.

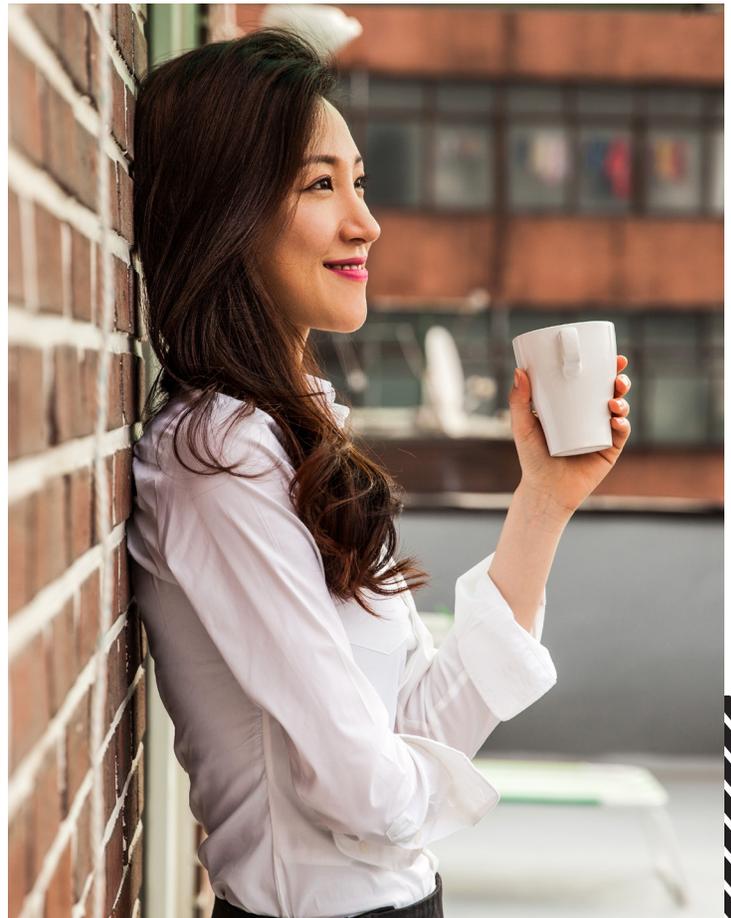
Do your homework.

Study up on the event so you'll know who the attendees will be and how to best approach conversations.

Don't know how to break the ice?

Ask questions.

When you meet someone new, ask them questions about themselves, where they work, what they do. Many people enjoy sharing about themselves and knowing more about someone can help you better relate to them.



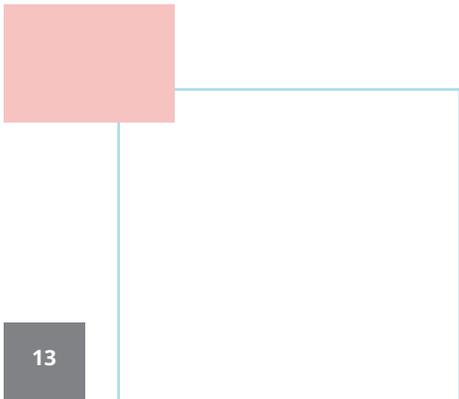
ONLINE NETWORKING RESOURCES YOU CAN USE RIGHT NOW

Let's face it. You're busy, but that doesn't mean you can't grow your network. There are many excellent networking resources online designed for people who are low on time but looking to branch out and connect with people.

[The Non-Profit and Charity Network](#) is one of the largest networks of nonprofit professionals on LinkedIn.

[NTEN Nonprofit Technology Network](#) offers both [online groups](#) and a [directory of local nonprofit tech clubs](#).

Join Facebook users around the globe for nonprofit knowledge-sharing, inspiring posts, and spirited discussions in the [Nonprofit Happy Hour](#) group.



Collaborate and Shine

Collaborative projects set the stage for you to demonstrate your skills, motivate fellow colleagues, and influence the growth path of your organization.

Here are some dos and don'ts that can help you make the most of collaborative opportunities.

DO: SPEAK UP!

Make sure your voice is heard in meetings. You've been given a seat at the table, which means your opinion is valued. Intimidated? That's normal, but that's not a reason to keep quiet. Come to the meeting prepared so you can provide valuable insights and feel confident sharing because you know you did your homework.

DON'T: BE AFRAID TO TRY SOMETHING DIFFERENT.

Don't be confined by what your organization has always done. If you think your annual fundraiser needs a fresh approach, pitch it. If your colleague floats a far-out idea, hear them out. Leaders look to the possible, not the present. Consult with stakeholders to position your new approach to be successful, and if it's a no-go, that's okay. You'll have plenty of projects that need your perspective in the future.

DO: ROLL UP YOUR SLEEVES AND GET IN THERE.

When you're spearheading an initiative, don't just dictate orders or share ideas. Actively participate with your team members. How do you expect others to buy into your vision if you're not willing to do the work to see it through yourself?

DO: SPEAK THE LANGUAGE OF YOUR ORGANIZATION.

Learning about the business you're in and why things operate the way that they do places you in a position to take on more responsibilities. Reach out to a leader within your

organization who can provide you with mentoring to teach you the business values so you can demonstrate a high level of business acumen in collaborative settings.

DON'T: DO EVERYTHING YOURSELF.

Don't take on an entire project. The key to great collaboration is rallying together people with different talents so that each aspect of a project is completed by someone who is an expert. Leaders identify people's strengths and place them in positions to succeed. When you take time to get to know the people around you, you'll know who to ask to take on an assignment to achieve the best result.

DO: ASK FOR FEEDBACK.

Reaching out for feedback often is a good practice. It brings stakeholders into your process and keeps your moves in line with the overall goals of the organization. This also sets clear expectations around how you are going to measure success versus how other people are going to measure success, and gives you the opportunity to make the tweaks necessary to achieve the greatest impact.

DON'T: DOWNPLAY YOUR ACCOMPLISHMENTS.

Women are often guilty of deflecting compliments and saying, "Oh, it's nothing." That type of response detracts from the value you're adding to the organization and places you in a one-down position. Instead, stand up and graciously accept credit for the work and recognition you receive.

DO: RECOGNIZE OUTSTANDING CONTRIBUTIONS WITHIN YOUR TEAM.

Leaders aren't threatened by others' talents. They celebrate them and leverage them in ways to benefit the progress of their organization. Allow leaders to emerge alongside you by publicly applauding their successes and making strides to contribute to their personal and professional growth, even as you travel your own growth path.



Make the Ask

The truth is, if you're waiting for someone to reach out and ask you what you want or what you need, you'll probably be waiting a very, very long time. People are often overwhelmingly busy with their own lives, responsibilities, families, and interests. That's why it's so crucial for you to make the ask.



ASK FOR OPPORTUNITY.

If you see a chance to contribute positively to your organization, speak up. Reach out to the relevant stakeholders, pitch your idea, and take on the challenge. What's the worst that could happen? Even if they say no, you'll stand out as someone who saw an opportunity to help the organization and spoke up and offered your skills, time, and talents.

ASK FOR A PROMOTION.

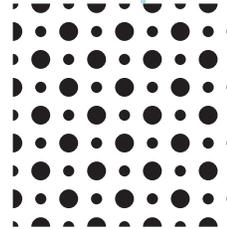
As you take on more responsibilities and perform the duties of someone with a more senior title, don't be afraid to ask for a promotion that aligns with your contributions to the organization.

Do your research to see what title your job responsibilities line up with so you can determine how much people with that title make in your area (e.g. www.salary.com).

Next, prepare a document that lists each of the job responsibilities with the title you are pursuing and pair them with specific examples of how you perform them now.

Create a script for negotiating your new salary and practice it - with your mentor, in the mirror, or with your friends. This will help prepare you to speak confidently about your contributions.

Finally, set up a meeting to discuss a promotion with your supervisor.



ASK FOR A HAND AT HOME.

You are the only person who can take care of yourself. Many women shoulder the utterly exhausting and nearly impossible role of being everything to everyone all the time.

While you can get great satisfaction from leading your organization, maintaining your home, raising children or pets, and being a good partner, you have to make time to rest and do things for yourself. This requires asking your partner and other family members for regular and consistent help.

STOP HALF-ASKING!

Don't muddle your message when you need help. It's crucial to be clear and specific about the kind of help you would like.

If you're not clear about your needs, then your partner/family members/roommates won't know what to do. So, they either do nothing, or they do a bunch of tasks that don't help you at all, which leaves you frustrated.

Stop doing it all and speak up. If you're going to lead at work, you'll need a hand at home. The people you love see the strides you take every day to make their lives better and they'll gladly help you. You just need to tell them how, show them how, and write it down when necessary.

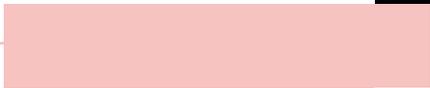
Pay It Forward

What's the greatest way to celebrate your new leadership role? Leverage your power to pave the way for others.

To encourage more women in leadership, we need to have open conversations in our workplaces, in our homes, and in our communities. There's no one way to contribute to progress in the world, but it's certainly more than just showing up at the march.

Real progress requires a daily commitment - your daily commitment - to supporting diversity, equity, and inclusion at work, donating to organizations that promote equal access to education and funding for women, and speaking up when you see someone being mistreated.

Your current title doesn't determine whether or not you can lead the charge for change. All it takes is conviction, passion, and above all, constant and consistent action. Your mission needs you. The nonprofit community needs you. Start today.



Contributors

EMILY ROSE PATZ

Emily Rose Patz is the lead author of *The Nonprofit Leadership Workbook for Women*. As the brand storyteller for DonorPerfect, she often writes about fundraising and donor engagement best practices, inspiring growth stories, and trending topics in the nonprofit community. When she's not writing, Emily enjoys volunteering at local nonprofits, collecting mid-century furniture and fashion, and listening to records with her life partner and adorable pup.

[Learn more about DonorPerfect fundraising software.](#)



MARCIA CONÉ, PHD

[Marcia Coné](#) is a writer, speaker, change strategist, and advocate for women. As founding CEO of the Women's Fund of Rhode Island, she successfully advocated for policy advances, including women's leadership, representation, and paid family leave. Her activism continues through her writing, speaking, and consulting with philanthropic, corporate, and government organizations. Marcia's new book, *Permission Granted: Changing the Paradigm for Women in Leadership* is a must-read for women in leadership as well as women pursuing leadership positions.

[Buy it here.](#)



HEBA MAHMOUD

Heba Mahmoud has spent the last thirteen years working with nonprofit membership organizations. A mission-driven professional, Heba is committed to creating an inclusive, diverse, equitable, and accessible nonprofit sector that welcomes and engages diverse communities. Since 2010, she has worked at the Association of Fundraising Professionals engaging leaders from more than 240 chapters around the world. In 2018, she took the lead in launching the Women's Impact Initiative, a program committed to creating an impact on the daily lives of fundraisers by breaking down workplace barriers. She lives in Northern Virginia and she enjoys writing poetry, teaching belly dance classes, and going on road trips with her son. [Learn about AFP.](#)





CHERYL ANN WADLINGTON

[Cheryl Ann Wadlington](#) is a global change agent and leading consultant in the field of personal growth. Recognized by the White House as a 2016 Champion of Change, Wadlington was honored for her leadership and work in developing extracurricular enrichment for marginalized girls through her nonprofit organization, Evoluer House. Since 2004, the organization has delivered award-winning empowerment programs to more than 1,400 teen girls of color experiencing unique social and emotional challenges and barriers to success. [Learn about Evoluer House.](#)

TYCELY WILLIAMS

Tycely Williams, a self-proclaimed matchmaker, has inspired individuals and institutions to invest more than \$84 million dollars in charitable causes. Currently, she serves as vice president of development for YWCA USA and is a Certified Fund Raising Executive. In her spare time, she chairs the Board of Trustees for Monument Academy Public Charter School and volunteers as President-Elect for the Junior League of Washington. She is a past president of the Association of Fundraising Professionals (AFP) Washington Metro Chapter, the largest chapter of charitable fundraisers in the United States. A joyful divorcée, Tycely enjoys traveling, crashing charitable fundraising galas, taste-testing fried green tomatoes and conversing with values-driven leaders in preparation for her first book.

[Learn about YWCA USA.](#)



JULIA MURPHY

Julia Murphy is a creative strategist and fund development expert. She has dedicated her career to serving the LGBTQ community in Lake Worth, Florida by spreading awareness, promoting pride, and creating and celebrating safe spaces at Compass Community Center. As a senior member of the executive team, Julia shapes agency strategy that includes programs such as fundraising and cultivation events, annual appeals, corporate and foundation giving, major gifts, prospect research, donor stewardship, and database management. [Learn about Compass Community Center.](#)



ABOUT DONORPERFECT

DonorPerfect gives you all the tools you need to engage, inspire, and retain your donors. Its core CRM (Customer Relationship Management) system expands to incorporate growth tracks that support initiatives like online fundraising, donor engagement, fundraising events, and donor retention. From online giving solutions with integrated payment processing to email and mobile marketing tools to highly customizable reporting, DonorPerfect empowers your team to work better together on a single platform, learn what makes your donors move, and most importantly, cultivate the relationships that will make your mission a reality.

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