Welcome to Today's Webinar
Fundraising Team Effectiveness in Challenging Times

Our session will begin shortly. Please use the Chat feature to tell us which city you are joining us from.

The AFP Canadian Foundation work includes:
- What Canadian Donors Want Study
- Canadian Fundraising Leadership Survey
- Women in Philanthropy
- Fundraising Effectiveness Project (FEP) Canada
- Socially Responsible Charitable Investing
- Social Enterprise Framework for Canada
- Translation of key materials

Three Areas of Focus

Organization Growth
Individual & Team Excellence
Hire & Retain Top Talent

https://onpurpose.ca/white-paper/
https://onpurpose.ca/teams-and-teamwork/

This Session's Gift:
https://www.ttisurvey.com/393946lwC

Marcus Aurelius

"You have power over your mind – not outside events. Realize this, and you will find strength."

VUCA

Complexity
Volatility
Ambiguity
Uncertainty

How Much we know about the situation, circumstance or environment

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Drivers | Effects/Impacts | Resolves 1 | Resolves 2
---|---|---|---
Uncertainty | Unpredictability, Surprise, unknown outcomes. | Analysis Paralysis, Fear/Inertia, think preoccupation. | Understanding — perceptual flexibility, curiosity, consultative think perspectives. | Unity — what makes us unique yet united. What perspectives can we consider around. Think the goal of all.
Ambiguity | Unknown, unclear, think ignorance. | Errors, omissions, doubts, think second guessing. | Agility — capacity and capabilities, speed, over accuracy or completeness, think resilience. | Ambiguity — explicit strengths and overcome vulnerabilities. Think benevolence.

In this webinar we will explore together:

- Principles of Team Effectiveness
- Leading A Team Operating Remotely
- Sustaining Accountability and Responsibility
- Maintaining a Goals and Results Focus
- The Role of Emotional Intelligence

The Right Team

**People**
- Good communication skills, high emotional intelligence, an ability to work independently, and the resilience to recover from the snafus that inevitably arise, cultural sensitivity and inclusiveness.

**Size**
- the most effective virtual teams - fewer than 10 people. The worst performers had 13 members or more. “Social loafing” is one cause. 10 conversations for every person on a team of five to touch base with everyone else, but that number rises to 78 for a team of 13.

**Roles**
- Clearly defined; who is responsible for what and how relates to the whole.
- Consider the X-team Set up: Core; Operational; Outer

Peak Performance Teams

**The First Need is Autonomy**

**The Second Need is Dependence**

The Right Team Leadership

- **FOSTER TRUST**
- **ENCOURAGE OPEN DIALOGUE**
- **CLARIFY GOALS AND GUIDELINES**

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Effective Remote Teams

- Have clarity on Tasks and Processes in addition to Roles and Goals.
- Establish Communication Charters
- Leverage Technology to their advantage
- Establish Rhythm
- Have A Shared Language
- Establish Social Networking Practices – Virtual Cooler Conversations
- Honour Commitments
Managing Conflict

- Task Insensitivity
  - Dismisses others' opinions
  - Focuses on irrelevant details
  - Bullies team members
  - Loses interest in team objectives
  - Blocks out what is happening
  - Refuses to share information

- Process Insensitivity
  - Gives others cold shoulder
  - Ignores others' opinions
  - Stops listening
  - Makes jokes about team members
  - Breaks rules
  - Ignores important facts
  - Criticizes others

As The Leader You Must

Set
- Set and/or Reset Expectations

Encourage and Support
- Encourage and Support Open and Honest Dialogue

Be
- Be Willing to Be Vulnerable Yourself, Yet Help Set Personal Boundaries

Model
- Model The Way

Hold
- Hold People Accountable for Both Behaviours and Results

Build and Foster
- Build and Foster Team Unity and Synergy

Help
- Help Them Sharpen The Saw

Guide Through
- Guide Through Prioritization

Sustaining Accountability and Responsibility

Peak Performance Teams

Competent but not committed
People who are committed but not good at their work
People who are not competent and not committed

Commitment/Competence

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Peak Performance Teams

- Management by exception
- Practice management by responsibility or objectives
- Require high levels of trust and confidence in the performance of each team member
- Good team leaders always assume the best of intentions

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Maintaining a Goals and Results Focus

Peak Performance Teams

- What are our KRA’s and Principal Results
- What standards of performance
- What are the deadlines and sub‐deadlines
- Clear delineation of individual responsibility

Peak Performance Teams

- Everybody knows exactly what they are expected to do, and in relation to everyone else
- One of the biggest motivators at work is peer pressure
- Shared ownership of a desired goal

Peak Performance Teams

- "Lead the action"
- Continuous evaluation and appraisal of performance
- The key to high performance work teams is harmony

Building Peak Performance Teams

- The performance appraisal method:
  - Define performance problem clearly
  - Aim at performance improvement
  - Focus on the future
  - You get agreement on what is to change, by how much and by when
  - You end with praise and a feeling of confidence in the employee
The Role of Emotional Intelligence

Effectiveness

The ability to sense, understand and effectively apply the power and acumen of emotions to facilitate higher levels of collaboration, productivity and personal effectiveness.

Emotional Intelligence

Effect of Emotional Intelligence - Self

• Self-Awareness is the ability to recognize and understand your moods, emotions and drivers, as well as their effect on others. In practice, it is your ability to recognize when you are red, clear or somewhere in-between.

• Self-Regulation is the ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting. In practice, it is your ability to influence your emotional clarity from red to clear when the situation requires.

• Motivation is a passion to work for reasons that go beyond the external drive for knowledge, utility, surroundings, others, power or methodology and are based on an internal drive or propensity to pursue goals with energy and persistence.

Emotional Intelligence - Others

• Social Awareness is the ability to understand the emotional makeup of other people and how your words and actions affect others. In practice, it is the ability to assess if he or she is in a red, clear or somewhere in-between state.

• Social Regulation is your ability to influence the emotional clarity of others through a proficiency in managing relationships and building networks.

• Is the report 100% true? Yes, no and maybe. We are only measuring emotional intelligence. We only report statements from areas in which tendencies are shown.

Emotional Intelligence - Effect

• We are in a somewhat unique set of circumstances to day and the shared experience we are living in relation to the effects and impacts of COVID-19 are real and it the weight of our emotional responses are even more relevant and impactful.

• It calls upon us all, and those in leadership roles even more so, to be mindful of our own emotions, and our sensory radar to the emotions of others (Staff, Board, Donors, Beneficiaries, Loved Ones, Friends, Neighbours etc), is critical.

• We are all in this together and we need each other more than ever, to get through to the other side.
Emotional Intelligence Effects

- Our emotional intelligence or acuity can help us gain calm in a situation; it can help us inspire confidence and compassion in others and in ourselves.
- Since one of our core beliefs is that all motivation is self-motivation, we believe that sound foundations in emotional intelligence can inspire more than motivate. And note that inspiration can drive and sustain motivation.
- There is no “New Normal” in my mind. However, there is:
  - “Reality Revision” (Revised Realities) and
  - “Reimagined Futures”
- This mindset alone can have a profound effect on our success in managing our responses to the effects and impacts of COVID-19

Stephen Covey Jr.

- Be Proactive
- Begin with the end in mind
- Put First Things First
- Think Win-Win
- Seek first to understand then to be understood
- Synergize Principles of Creative Communication
- Sharpen The Saw

St. Francis of Assisi

“Start by doing what’s necessary; then do what’s possible; and suddenly you’re doing the impossible.”

Chinese Proverb

If you want one year of prosperity, grow grain.
If you want ten years of prosperity, grow trees.
If you want one hundred years of prosperity, grow people.

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Be The Kind Leader

People want to follow voluntarily

Contact Information

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Thank You!