

The use and misuse of emotion.

Section 6:

The shape of emotional fundraising 2017

A deliberately inconclusive look ahead from Ken Burnett.

Great. Giving is driven by emotion, not rational thought or argument. So there can be few subjects more vital, for fundraisers.

We know giving feels good, makes people happy, aids protest, changes the world, lifts feelings, moods and aspirations, spreads well-being, makes hearts soar, delivers satisfaction, pride and self-respect, banishes tensions, assuages anger, eases guilt, promotes a sense of achievement, reduces fear and, well, at least 101 other emotions besides.

Yet no doubt all that we know already about these things is sure to be infinitesimally smaller than what we don't yet know, haven't yet addressed or at least, haven't shared widely among other fundraisers who ought to know all about it.

Call for contributions: some emotional fundraising subjects that might repay study and where maybe, you can find something to add.

If you feel like contributing to the growing body of information that the Commission on the Donor Experience is accumulating, step right up. We think there are gaps in what we should know about this emerging specialist subject, the field of emotion in fundraising, and in most of our other project areas too. So here are just a few of the subjects you might like to write about. Or pick your own. Seriously, the field is so huge, there's so much we don't know about, but should.

- *How fast is fast enough?* Emotions move at the speed of light. Fundraisers, perhaps not surprisingly, respond a bit more slowly. But technology is changing. If the donor's emotional responses to giving are really quick, how might we move more quickly than the usual couple of weeks it takes us to acknowledge a gift?
- *There's fear in fundraising.* Fear of being asked and fear of emotions generally. What should fundraisers know about fear, which some say is the most powerful emotion of them all.
- *The self-benefit in giving is emotional.* Discuss.



- *Emotions after the gift.* Most emotional fundraising focuses on adding emotion before the gift. But what about the reward emotions? The feedback that follows swiftly on the heels of responding to an emotional need? What should that look like? And how could we tap into it to improve the donor experience?
- *It's your story, don't compromise on it.* This could be the hardest part of emotional fundraising. You've got your WHY, your hard won, carefully defined brilliant emotional reason to give. Now your colleagues want you to make 'just a few little changes - here, here and maybe, here'. How can you avoid the salami slicers?
- *Giving is addictive.* Is it? Maybe it's a habit. If so, is that good, or not? And how might we manage and police it so that there's no need for Donors Anonymous, just a delightful, responsible compulsion in society to give till it hurts? Or at least, till it stops being a pleasure.
- *Donor's remorse and donor delight.* How do we manage feeling good and feeling bad after giving?
- *In this post-truth age, how should fundraisers manage emotional fundraising ethically and responsibly to enhance the donor experience?*

I could go on, but suspect it's best to stop here, for now. If you'd like to add to this project, please do contribute your assessment, by logging on [here](#).

Why Did Trump's Message Resonate With Voters?

Books will be written about this topic, but there's little doubt that Trump effectively tapped into the emotions of many voters. He surfaced fear and anxiety about their economic future. He tapped into human tribalism by focusing on differences between people and an emphasis on immigration as a threat.



Image via [ConversionXL](#)

Above all, it's my opinion that Trump's messaging was simple, emotional, and targeted at voters' **System 1 thinking**. As Nobel winner Daniel Kahneman explained in his book *Thinking, Fast and Slow*, System 1 thinking is fast, intuitive, emotional, and energy efficient. System 2 is slow, logical, rational, and hard work for our brains. Humans will avoid System 2 thinking whenever they can, and Trump's messaging took advantage of that.

Some additional context.

Though it may seem otherwise, these are not the easiest of times, for fundraisers. There isn't a business sector that hasn't undergone seismic upheaval of late - retail, banking, financial services, travel - yet charity fundraising looks pretty much as it did 30 or even 40 years ago.

But that's an illusion. A new

view of charities and how they finance their good works has to emerge and

has to succeed. Key to this is that beneath the surface of charity fundraising earth-shaking changes are gathering that will fundamentally enhance the donor experience. Better use of emotion is one of the pillars of change that will support and sustain the coming transformation.

In the shaky aftermath of President Donald Trump's unexpected election as US president at the tail end of 2016 I clipped the cutting on page 2 from the millions of online postings trying to explain the inexplicable. The image comes from Roger Dooley's *neuromarketing* blog. His point is unarguable and clearly shows the power of emotion (the quote below is from Hugh MacLeod of @gapingvoid, whose influence and impact I must acknowledge fully).

'Simple, emotional and targeted at system 1 thinking'. We could all learn from that, don't you think?

But too often fundraisers, steeped in the day-to-day of their cause, neglect to build in the emotional components to their fundraising or sometimes leave it out deliberately, perhaps because emotion makes them uncomfortable, or because conscious deployment of emotion seems somehow wrong, even unprofessional, or worse, unsavoury. This for our sector is a serious shortcoming. For donors, it denies them engagement and the full richness of the causes they support. If we are to fix it, we first need to realise that our approach to emotion, if not actually broken, is in need of some repair.



The road to that repair has to start with education. The need for this has been underestimated for far too long and should not be underestimated now. Fundraising for good causes needs to not get left behind as other industries develop the power of emotional storytelling. We need to aspire to be famous for how we tell our stories.

If the Imperial War Museum can have an online story-bank to chronicle *Lives of the First World War*, so too can cancer, heart disease or dementia charities tell their emotional stories powerfully and passionately too. We must celebrate the skills that go into doing this well, and spread them around far and wide.

Now here's a challenge! Some opportunities for emotional fundraisers.

- *Appealing to grandparents.* Few things are more emotional than being a parent or a grandparent. Grandparents – to single them out for particular notice – have the disposable wealth, the legacy-making potential and the urgent, universal desire to leave this world in a better shape and place for their grandchildren. Yet no charity has effectively addressed this hugest and best of markets, because no cause as yet has cracked it, has both crafted the right emotional message that will prove irresistible to grandparents and shown how to package and promote it.

I'd like to add here at least a dozen suggestions for fundraisers of a similar scale. What about it? If you put your thinking cap on, what could you add?

So here are some lessons and suggestions from compiling CDE's project 6:

Emotion has a crucial role to play for fundraisers in, among other things,

- Building trust and confidence.
- Giving enjoyment.
- Delivering fulfilment and satisfaction. Spreading the feeling that giving matters and makes a difference.
- Binding donors to the cause.
- Providing excitement and interest.
- Retention.
- Increase giving.
- Introducing friends.

What matters most in emotional fundraising?

- **You.** The key component in emotional fundraising is you. Be yourself.
- **Be true, feel it and mean it.** Show your passion. Put donors rather than targets at the heart of your fundraising. Represent your donors steadfastly internally and externally. Create, protect and project the emotional experience you want your donors to have.
- **Think deeply and act wisely.** Become expert at empathy and rapport and at delivering emotional reward for donors.
- **Never forget what donors really don't like.** Practice reciprocity built upon permanent, automatic sincerity and integrity, all wrapped perpetually in appropriate emotional stories.
- **Be the business area with the highest standards** that always does the right thing not just by its donors and beneficiaries but also by its staff, volunteers and by all its publics.
- **Listen well and keep learning.** Be the best-informed emotional fundraiser of your generation. Make sure your organisation 'gets' emotional fundraising and so invests in it and develops its staff appropriately.
- **Have real conversations.**
Get rid of scripts and become a great emotional storyteller focusing on donor delight rather than financial targets.

So where could emotional fundraising be taking the 'Let's-change-the-world-for-the-better' sector in 2017?

1. **Fundraisers, particularly fundraising leaders, should give the use and misuse of emotion the priority that it deserves. Collectively, has our sector got the capacity, unity and commitment to make this happen?** Charities urgently need to learn to use emotion properly, to invest appropriately and sufficiently in equipping their fundraisers via the right immersion and training in emotional fundraising.

2. Fundraising's culture change can't succeed unless it is led by the right people. The emotional fundraiser will be a different breed from some who've come to represent our sector in recent decades. Rather than a sharp sales professional, he or she will be a passionate believer in and advocate for the cause and an inspiring, consummate transformational storyteller. Fundraisers should be recruiting the right people now.

Follow your
passion:
do something
that
matters.

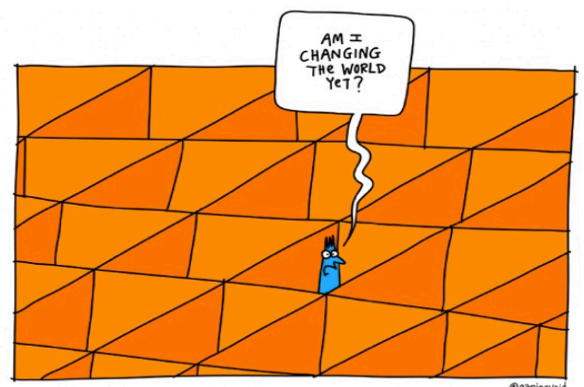
3. Fundraisers should show they know their emotional stuff and fight for doing it right. Emotion should be at the core of fundraising communication and fundraisers should be experts in it. They must show that they understand the subject inside out and know how to use their knowledge to improve the donor experience. The public has a right to expect that fundraisers be fully equipped for and expert at the subject. Emotional fundraising should become a top priority, featuring fully at fundraising conferences everywhere.

4. Listen to the experts. And bring them in, to join us. The well-intentioned amateur should be a thing of the past. The 'Let's-change-the-world-for-the-better' sector needs to recruit enthusiastic, appropriately qualified behavioural scientists with the skills, training and insights to lead fundraising into its donor-led future.

5. Responsible use of emotions, always. Fundraisers must show donors evidence of consistent integrity in how they use images and stories, backed by understanding of the effects their use will have. It's about the truth, told well, not how much more money this will raise. Misuse should not be tolerated.

6. Fundraisers can shape public attitudes through emotional fundraising. It's time fundraisers united to make the differences they want to see. Fundraising and campaign communicators can lead on big important issues and so influence rather than just raise funds for the changes society needs.

7. Fundraisers should show they can deliver meaningful, emotional content that will reinforce donor loyalty and commitment - without spreading anxiety and discomfort. This is the big question, from the donor's point of view. Being a donor must always be a pleasure. Fundraisers have a duty to bring joy, meaning and fulfilment to their donors. They'll not succeed at this unless they master emotional fundraising and do so in ways that their publics recognise, appreciate and respect.



39 suggestions to bring change in your organisation

Below are some lessons for fundraisers drawn from all the contributions to CDE project 6: the use and misuse of emotion. Diligent searching through the content will unearth more I'm sure.

The path to providing a brilliant donor experience consistently will be found in these lists. The key points are intended to include the big, culture-changing principles, whereas the list that follows is mainly of practical 'how to' hints that will help fundraisers day to day. Sometimes the line that separates these two is very fine.



1. It's getting harder to ask, so we have to get better at inspiring. The fundraising community has a golden opportunity now to make giving more popular, enjoyed and appreciated than it has ever been. Key to this opportunity will be how fundraisers use emotional content and communication to inspire, engage and bind donors willingly to their cause, giving as much in return to their donors as they ask for in regular support. Fundraisers should now take this subject – and the principle of reciprocity – seriously.
2. 'A strong emotional experience stays embedded in the memory and influences later behaviour.' Joseph LeDoux. 'Emotions make you act, while feelings make you remember and act again if solicited.' Francesco Ambrogetti. Emotional fundraising is the route to retention. Nothing less.
3. Underpinning emotional fundraising is the concept of the truth, told well. It's a mantra that should run through the DNA of every donor-focused fundraiser.
4. 'Emotion plus integrity equals great fundraising.' Alan Clayton. It's impossible to please everyone, so fundraisers have to aspire to do the right thing themselves. Regulation in this area will be of little help. You need to know, for yourself, what's the right thing you should do. This is where a hard core of integrity will not just help, it's essential.
5. Emotional leadership built around a great WHY can transform the donor experience and the fundraiser experience. See 5.4. 'We were so bowled over with the potential we saw in it that I immediately realised we had to get this vision shared by everybody, not just those with the word 'fundraising' in their job title.' Jayne George.
6. The impact of a donor's gift is perhaps the best emotional story you'll ever get to tell. Fundraisers have to tell it unhesitatingly, well and often.

7. Information is putting out, communication is getting through. Most organisations produce too much information, too little communication. Fundraisers must invest in, perfect and reinforce their communications skills.
8. Make the case for support short, perfect, unarguable and available, but not prominent. Keep it subordinate to your great big emotional WHY. For fundraising to work at optimum the logic that reinforces the decision to give should be securely in place, but without the right emotional message at the right time, giving will be greatly reduced.
9. Though our sector has yet to realise it, logical rational analysis is more likely to cause donors to stop giving rather than encourage them to start.
10. Charities spend way too much effort explaining what they do in charts, diagrams, statistics and dense text when they'd be much better advised to focus on emotional stories about what their donors enable them to do.
11. If you haven't found and defined your cause's WHY, you need to prioritise the task now. Finding your organisations WHY is about 'wow!' rather than 'so what?' It shows how people don't buy what you do, they buy why you do it. To find your WHY, aka your magic superhero power, keep on asking why until you get to what. On the way, you'll probably find the moment when something changed.
12. 'Emotional connection is essential to any successful fundraising programme.' Mark Phillips.
13. Emotional fundraising is healing and very unifying. Nothing unites fundraisers and donors more than that strong, clear, compelling emotional WHY.
14. Fundraising organisations and the individuals within them all should determinedly pursue the policy of the 5 Fs - to be Famous for Fast, Frequent, Fabulous Feedback.
15. 'It is stories and their emotional content that activate the predisposition to donate, not the creative messages, the statistics, the brand, or the logo.' Francesco Ambrogetti. Maybe some people should refocus their priorities. No one ever gave to a brand (except maybe some of those people who leave legacies). OK, so a refocus is *really* important...
16. 'Emotions not only drive actions (and donations) but also strongly contribute to memory formation, so that every time a donor gets in contact with our cause he or she is expecting to be engaged by the same emotions, not by our organisational blurbs.' Francesco Ambrogetti.



17. 'It is not what the customers say but what they experience that matters. Therefore, it doesn't matter how many thank yous, surveys and newsletters are sent if the donor doesn't feel emotionally engaged.'
Francesco Ambrogetti.
18. 'The misuse of emotion is not necessarily the central issue for hospices. Many hospices produce messaging that is so bland that I get more upset with them for not telling me the truth than I would if they told me a sad story. The much bigger problem is hospices being so scared of misusing emotion that they shy away from telling the truth in the first place.'
Clair Bedford, via Suzi Attree.
19. 'Tragic tales can be powerful rather than overwhelming if the donor feels that they can facilitate a change for the better. Articulating the difference a supporter can make is as crucial as the emotional story itself. We owe this to those who use the hospice, too. Families don't need our pity, and they don't want it.'
Dr Suzi Attree.
20. Fundraisers should be storytellers rather than salespeople. HR people should focus on applicants' communications skills ahead of marketing qualifications.
21. 'All fundraisers should examine and reflect on their own personal agency as it relates to emotional intelligence and empathy. Ask yourself what you can do to become a more emotionally intelligent fundraiser, a more open hearted leader'.
Jen Love.
22. You'll know you are donor-centric when you stop saying, 'we do this,' and start saying, 'this is what you make possible.'
23. Charities should develop and publish their own tailor-made covenant with donors. See <https://goo.gl/3qEX5I> for some practical suggestions.
24. 'People don't necessarily give where the need is highest, but give instead where they have an emotional connection.'
Lauren Semple and Sharon Comfort.
25. 'Stop treating all people the same. To deliver outstanding donor experiences, start seeing donors as people rather than trying to fit them into categories that suit your fundraising streams.'
Lauren Semple and Sharon Comfort.
26. 'Listen to donors, they all have a different emotional reason for giving.'



Rodney is determined to change the system little by little, from the inside.

There is no script for life, so conversations with our donors shouldn't be scripted either.' Lauren Semple and Sharon Comfort.

27. 'Put the feeling into your fundraising and asking for money is the last thing you'll do. To deliver win/win for donors and fundraisers it's crucial to remember that donors are real people with individual personalities, thoughts and dreams and we should treat them as such. There's a real opportunity for charities to ensure they're giving all supporters the choice in how they are being communicated with, rather than assuming they know what supporters want.' Lauren Semple and Sharon Comfort.
28. 'Investing in the people who actually speak with your supporters is crucial. If you aren't willing to, or don't see the need to spend time with the people who speak to your donors, then you aren't investing in the best experience for your supporters. Encourage your whole organisation to do likewise.' Lauren Semple and Sharon Comfort.
29. 'By thanking and advising donors that a mailing will be landing, reminding donors why their support is so valuable and asking them to look out for the mailing, responding if they can, it can really have a positive impact on responses.' Lauren Semple and Sharon Comfort.
30. 'Personal stories are priceless, feedback is vital and thank you goes a long way. Meaningful conversations mean listening. Say thank you and celebrate what we have achieved together. Sharing the benefits of a lifetime value call reminds us that donors have so much more to offer than financial support.' Lauren Semple and Sharon Comfort.
31. Charities need to work hard at making their board of trustees an emotional board. Tesse Akpeki's advice in 5.6b is a good place to start.
32. 'Just six core emotions, and only these six, are those that really matter in activating people and igniting behaviour such as the action of donating.' Francesco Ambrogetti. See 3.1. *What are emotions?* Pay particular attention to the 10 techniques on page 13, to see how reciprocity, scarcity, authority, consistency, sympathy, imitation, authenticity, transformation, tangibility and urgency can all aid your fundraising.
33. 'Emotions are the key for a healthy and long-term sustainable relationship with donors. Emotionally satisfied donors are more valuable than rationally satisfied. But there is a thin line between a donor who declares himself/herself to be 'satisfied' and



the moment he or she switches to a competitor'. ' Francesco Ambrogetti.

34. 'The stakes are huge. The failure not just of fundraising communications but also of broader public discourse to bridge the empathy gap sustainably means that this space has been filled by those who would make it wider and deeper. Mainstream political opinion across Europe has shifted to capitalise on the perceived divide between 'us' and 'them', and events such as Brexit have been brought about in considerable part by feeding negative emotions around victims of conflict.' Steven Dodds and colleagues, writing in section 4.6, *Bridging the empathy gap*.
35. 'Bridging the empathy gap could be achieved through a coalition of organisations jointly promoting a campaign or giving vehicle, which is shared by all but also separate from each... It is time that we change this. The task ahead is difficult, but emotionally intelligent communication can help us move forward in hope.' Steven Dodds and colleagues.
36. According to seasoned fundraiser and CDE commissioner Rachel Hunnybun, research has shown that the emotions associated with bad service, e.g. disappointment, anger and irritation, can last significantly longer than emotions we would associate with great wow moments – feelings of surprise, being touched and gratitude. So delivering what our supporters expect is absolutely crucial for a good experience.



37. A highly creative brilliant communicator excels at times of change. When everything's steady and settled, an efficient but stable manager or administrator will be better for the job, whatever it is. Just another reason to choose your leaders with great care. See 5.4c *The moody leader*.
38. Stand up if you're a fundraiser! 'I looked at the script and chucked it in the bin because it was too inward looking, all about the fundraising department and what it does and I thought, no! No, it should be about everybody feeling that they have a role to play and that fundraising is right at the heart of the organisation and all it does.' Jayne George, stating the rare but unarguable.
39. 'We are not in the business of finding innovation in economies of scale based on how many millions of identical packs can be churned out of a polluting factory in China so that charities can plop on their logo, make a tweak and send it. Even if it makes the most money.' Jen Love, 3.4 *Emotional Intelligence: the fundraiser's friend*.

47 hints to help fundraisers lead the change

Collectively these top tips aim to answer the question, 'What do I and my colleagues need to do, to be the best that my charity can be, in this area?'

First though fundraisers need to master the essentials of their craft. A good place to start is the 34 foundations of fundraising shared on SOFII.org. Here are some other sage advices.

1. Be yourself. Always be real. Never compromise on that.
2. When they read about your cause donors want plain, straightforward writing. People are not looking for cleverness, they seek evident competence, the deeply moving and the essentially true. Paraphrased from George Orwell, section 2.10.
3. Less statistics, charts, diagrams and details, more passionate emotional stories. 'We shouldn't say that facts and statistics should always be avoided. When an appeal is about supporting a programme, not a person, the addition of such information can increase responses. So, it's not an in-or-out approach, but more a matter of when and how you use this type of information. If there's a chance that facts and statistics will diminish the emotional experience, then leave them out.' Dr Kiki Koutmeridou.



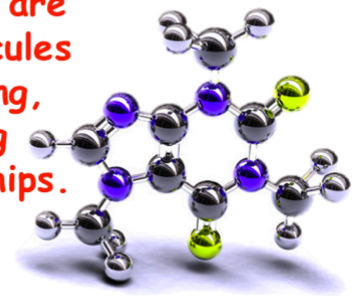
4. 'The mere act of helping produces an inner satisfaction, a sense of 'warm glow'. But, the knowledge that your donation has had an impact, that it changed a person's life, is what transforms this 'warm glow' to happiness.' Dr Kiki Koutmeridou.
5. Communication (the truth, told well) is the fundraiser's most crucial core skill yet few are specially trained in it or much good at it. Prudent investment in communications skills will be quickly repaid.
6. If you would focus on and find your WHY, practice first the art of chunking. Chunk up and down till you find it and make it yours. See 5.5. *Seven more things to think about.*
7. You have to be the change you want to see. Remember these ten two-letter words from Alan Clayton. 'If it is to be, it is up to me.'
8. To keep your online story bank alive and vibrant promote it widely and make sure it's used.
9. Keep it simple. See Brock Warner on this theme, in section 4.9.

10. We have to tell our stories so well, so engagingly, with power and passion that moves people to action. So we need to know that comfortable people tend to do nothing.
11. 'Sad kids raise 50 per cent more than photos of either happy kids or neutral kids.' So says Jeff Brooks and he's most probably right.
12. Fundraisers in public places should have a sign on their backs saying, 'How's my fundraising?' with a number to call. Just like HGVs and trucks would sport a sign saying, 'How's my driving?' It always does wonders for public confidence if people can see how they can get involved when something's not right.

Mark Phillips has ten tips for fundraisers in his article on the practitioner's view of the creative use of emotion (5.1).

13. Communications that create fear and anger will drive action, but long-term commitment is generated by organisations that offer the most potent means to tackle these negative emotions.
14. People want to feel good about giving. They want to know they have made the right choice, that they are recognised and that they are connected to a like-minded group of people.
15. People are more likely to be persuaded to act by those who make them feel good about giving. Endorsements from people they trust, value or recognise can be very powerful.
16. Generating feelings of guilt is a short-term strategy that loses power over time. Guilt initially makes people feel sad which they resolve by giving but this will turn into anger if used too often.
17. People often give to prove they are 'good'. Do not confuse this desire to look and feel good with connection to a cause. These donors are rarely loyal to specific organisations and will learn to avoid the charities that don't take no for an answer.
18. The thank you is the key part of any fundraising programme. If the recruitment device is the 'box', the thank you piece is what's inside. The more personal and thoughtful the thank you, the better.
19. Poor treatment such as getting someone's name wrong, delayed thanking (or receiving none at all) impacts on a donor's self-worth. The thought that they don't matter creates negative thoughts.
20. Avoid donor regret by addressing donor needs after a donation. If a donor doesn't see how they have made a difference with their gift, it creates a feeling of loss, which they can explain away as inefficiency on the part of the charity or their own 'stupidity'.

**Emotions are
the molecules
of lasting,
strong
relationships.**



21. Do not think that barriers to giving can be overcome through aggressive, rational arguments. When someone appears unsure about giving it is because they don't feel emotionally close enough to give.
22. When donors first give, make the charity accessible to them. Welcome and reward curiosity.
23. Fundraisers need to learn the art and craft of writing drama. Helen's trial, from *The Archers*, 4.10, might be a good place to look for advice and ideas.
24. To help turn your board of trustees into an emotional board 1) start each meeting with a mission story, 2) set up a 'guest at table' scheme (see 5.4b), 3) encourage trustees to visit projects and on return make them tell an emotional story, and 4) decorate your walls and any other available space with emotional images and captions that tell your cause's story. If your board members aren't natural storytellers, train them!
25. 'Donations to a collection tin went up 14 per cent when the word 'helping' was added but shot up 90 per cent when that was changed to 'loving'. Lauren Semple and Sharon Comfort.
26. Consider adopting the slogan, **donors do make a difference**. Then commit all your people to collecting and crafting stories that prove the point.



When you've done that, try the same idea with **the joy of giving**.

27. Bring the problem close to home. There's an old fundraising saying that goes, 'one needy individual next door = 100 needy individuals in Manchester = 1,000 needy individuals in Madagascar. Similarly with scale of the need. Fundraisers often stress the big picture when they'd be better scaling it down to specific individual need. 'If a problem is way outside our capacity, any donation we might make, especially a small one, will feel like a drop in the ocean. The perception of our personal impact is diminished and any hope of making a difference vanishes. Such an appeal reduces likelihood of action while it leaves a bitter after taste.' Dr Kiki Koutmeridou. See Kiki's seven tips in section 3.2., page 8.
28. 'The thing about shock tactics in advertising (is), if you try to shock for the sake of it people see through it. If what you say shocks and is based on honesty and truth, it rises above.' Alex Smith, quoted by Jenny-Anne Dexter in 4.1. *The positives and negatives of emotional fundraising*.
29. 'For entertainment purposes we are willing to go beyond the realms of reality, though when it comes to charity campaigns, we seem to be less likely to take anything but the truth, the whole truth and nothing but the truth.' Jenny-Anne Dexter.

30. 'Using negative emotions such as guilt doesn't encourage long-term giving. Instead it is 'reward emotions', that enable people to enjoy giving and therefore provide the encouragement to do so. The mistake charities make is that they keep going out with the need emotion because it works short-term, but they don't put enough emphasis on the reward emotions.' Alan Clayton quoted by Jenny-Anne Dexter.
31. 'One of the challenges no fundraiser should ever face – but often will – is having nothing to say. This happens when a charity is driven by a window of opportunity, such as deadline for a scheduled appeal, but has no case study or project to focus on. Within every charity big or small there is a wealth of stories – an endless supply of powerful, emotive truths to tell. We should always be looking for them and never be afraid to use them.' A creative copywriter talking to Jenny-Anne Dexter.
32. 'Do we try hard enough to get our beneficiaries to speak directly to our supporters? Are we satisfied that we put a case study on our materials and think that's enough? Do we write these case studies in the third person so the only voice our beneficiary might get is some quotes in speech marks in the case study? The stories are there to be found... Our beneficiaries are the authentic experts who people will listen to, so let's get them heard.' Russell Benson in 4.3. *Me the storyteller*.
33. 'Donors give money to make the world better - we just enable that to happen connecting those who want to change the world with those that can. Just this simple language change can connect the donor more to the cause. Russell Benson.
34. 'The most effective stories that we have at the hospice, that donors have responded to positively, have been those told by families in their own words.' Dr Suzi Attree, in 4.4 *Shifting hope: why a journey through emotions to hope is key for hospice fundraising*.
35. 'Donors need to know exactly how their support can help. They need to feel that emotion has not been used as a weapon but as a means of explaining something they might not have known before. The value of using stories in this way is that they are everywhere, in the everyday and can be adapted to a wide variety of donors.' Dr Suzi Attree.
36. 'We need to give our donors an emotional journey, simply and honestly told, to help them understand why a hospice contains a million emotions but above all is a place where hope can thrive in the most unexpected places, in its infinite forms. This hope is something that a donor can feel good about, if we keep telling them about it.' Dr Suzi Attree.



37. 'The critical challenge for all of us working with images is to understand our message and our audience. We must work with great photographers who understand the story, share our values and will work bravely to describe the courage and resilience of poor people but also their suffering and pain. We must have the courage to tell the truth, however painful and uncomfortable.' Lyndall Stein in 4.5a. *It's the picture, not the frame.*
38. 'It's not our job to have our ear to the grill in the confessional and whisper to our donors ...did you give that donation because you understand the root causes of poverty? Or did you just feel your heart go out to a helpless little child?' Lyndall Stein in 4.5b. *Fear, flight and fight.*
39. 'We will fail if we are not prepared to get it wrong.' Lyndall Stein.
40. 'Was I objectifying him? Was I using his looks to attract support and generate extra cash? Well, yes I was. And does that make me a bad person? No, I didn't think so then and 30 years later I still believe I did the right thing. Casual, prurient, thoughtless imagery is always wrong – but the scale, urgency and relevance of an iconic image must always override our own rules.' Lyndall Stein.
41. 'We as fundraisers often have access to the biggest, most responsive audiences in our organisations - we have a critical role to bear witness and share with people who may never have been in a refugee camp, never sat next to a woman whose child is dying in her arms from malnutrition, never seen a loving mother carrying her emaciated, dying young adult son out of her mud hut to catch the last rays of the sun.' Lyndall Stein.
42. 'The great photographer George Rodger never recovered from the traumatic experience of photographing the emaciated corpses in Bergen-Belsen concentration camp. But in representing the many millions of Jews, Roma, socialists, gay and disabled people he bore witness so the truth could be told. We fundraisers should do no less.' Lyndall Stein.



43. While talking straight on *Negative and positive images* in section 4.7, Jeff Brooks offers a pile of sound advice including, 'remove *I like* and *I dislike* from your criteria', 'stock photographs seldom work' and 'ask yourself if the image tells the same story as the words.' Jeff Brooks.

44. Want to find how to tell stories that deliver the outcomes donors want, while providing the emotional moments along the way to reward their commitment to following a sometimes painful account of a problem that needs solving? Find how professional scriptwriters view their surprisingly similar task, in *To the*

edge of acceptability, 4.10's account of Helen's trial from BBC Radio 4's *The Archers*. It works in funds raised too...

45. Sometimes it's possible to capture your WHY in a single phrase or sentence. See 5.2. *The starfish story*, from Robbie Macmillan.
46. Think big but inspire before asking. 'We explained that we weren't there to talk about money. We were there to talk about our work. At which point we handed him our BHAG placemat and declared, 'We have an audacious goal...' In section 5.6b. Tammy Zonker explains how United Way secured a \$27.1m gift from a bankrupt prospect.
47. Any charity that has investments in stocks and shares without first building its fundraising DNA by investing in emotional fundraising for donor recruitment and development should think again, and read CDE's joint paper with the Agitator, *Fundraising investment explained* (to follow, if deemed a good idea).



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With huge thanks to Hugh MacLeod and gapingvoid.com for the inspirational and transformational short quotes they send me, just a few of which I've borrowed here. The gapingvoid site is a treasure trove of art that, they believe, expresses ideas, vision, beliefs, culture and purpose faster, better and more deeply than any other method of business communication.

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