

Association of Fundraising Professionals, San Diego  
Chapter, Monthly Luncheon Meeting, February 6, 2009

Bernardo M. Ferdman, Ph.D.

Marshall Goldsmith School of Management  
Alliant International University

Ferdman & Associates Consulting

**DO YOU WANT TO RAISE  
MORE FUNDS? THEN LET'S  
TALK ABOUT DIVERSITY AND  
INCLUSION**



# A series of conversations

# Some of my assumptions

- Purpose and relationships
- Donors are stakeholders
- Fundraising involves caring
  - about the purpose and the donors



**“Our lives begin to end the day  
we become silent about things  
that matter.”**

Rev. Martin Luther King, Jr.

**Who are you?**

**What makes you who you are?**

**What about yourself is important to you, that you don't typically share at work?**

What does it mean?

Why does it matter?

How does it connect  
to fundraising?

## Bringing Your Whole Self to Work

**If I engage with and reveal more of myself at work, and I help others (co-workers, stakeholders, donors, etc.) to do that, what difference would that make (for fundraising)?**

# Diversity

“The varied perspectives and approaches to work that members of different identity groups bring.”

Thomas & Ely, 1996

# Diversity and Inclusion

- ⦿ Inclusion is **how we are** with each other. It's **what we do** with our diversity.
- ⦿ Inclusion is about people's experience and behavior.
- ⦿ Inclusion allows us to reap the benefits of diversity.

## Experience of Inclusion

The degree to which an individual feels safe, trusted, accepted, respected, supported, valued, fulfilled, engaged, and authentic ..., both as an individual and as a member of multiple identity groups.

Ferdman et al. 2007

# Our Images and Experiences of Inclusion & Success

Think about a *specific* time when you felt especially included and valued in a diverse organization or group, and others there did, too. **You felt effective, valuable, successful, engaged, authentic, complete, proud, and ALIVE at work** – you could be fully yourself AND contribute fully to your group and organization.

- **Share a brief story about that experience. What happened? What was it like? What did you feel?**
- **Explore what it was that helped you to feel included. What did you do? What did others do? What did the organization and its leaders do?**

# Implications of addressing inclusion: Some food for thought

Where/from whom are you getting ideas? How are you filtering them? How can you broaden your possibilities and perspectives? Who else do you need to listen to?

How is your organization's mission understood and implemented by various current and/or potential stakeholders? Where do diversity and inclusion fit in the picture?

What are you and your organization doing to address diversity and inclusion? Why? What else can you do?

**What questions or  
comments do you have?**

**What else would you like  
to talk about?**

# Thank you!

## Bernardo M. Ferdman, Ph.D.

Professor  
Marshall Goldsmith School of  
Management  
Alliant International University  
10455 Pomerado Rd.  
San Diego, CA 92131  
Tel. (858) 635-4408

Principal  
Bernardo M. Ferdman, Ph.D.  
& Associates

Tel.: (858) 259-6825  
Fax: (858) 259-6825

**E-mail:** [bernardo@ferdmanconsulting.com](mailto:bernardo@ferdmanconsulting.com)

**Website:** <http://bernardoferdman.org>

**Inclusion & Diversity Resources:**

<http://bernardoferdman.org/research/inclusionrefs.mht>