

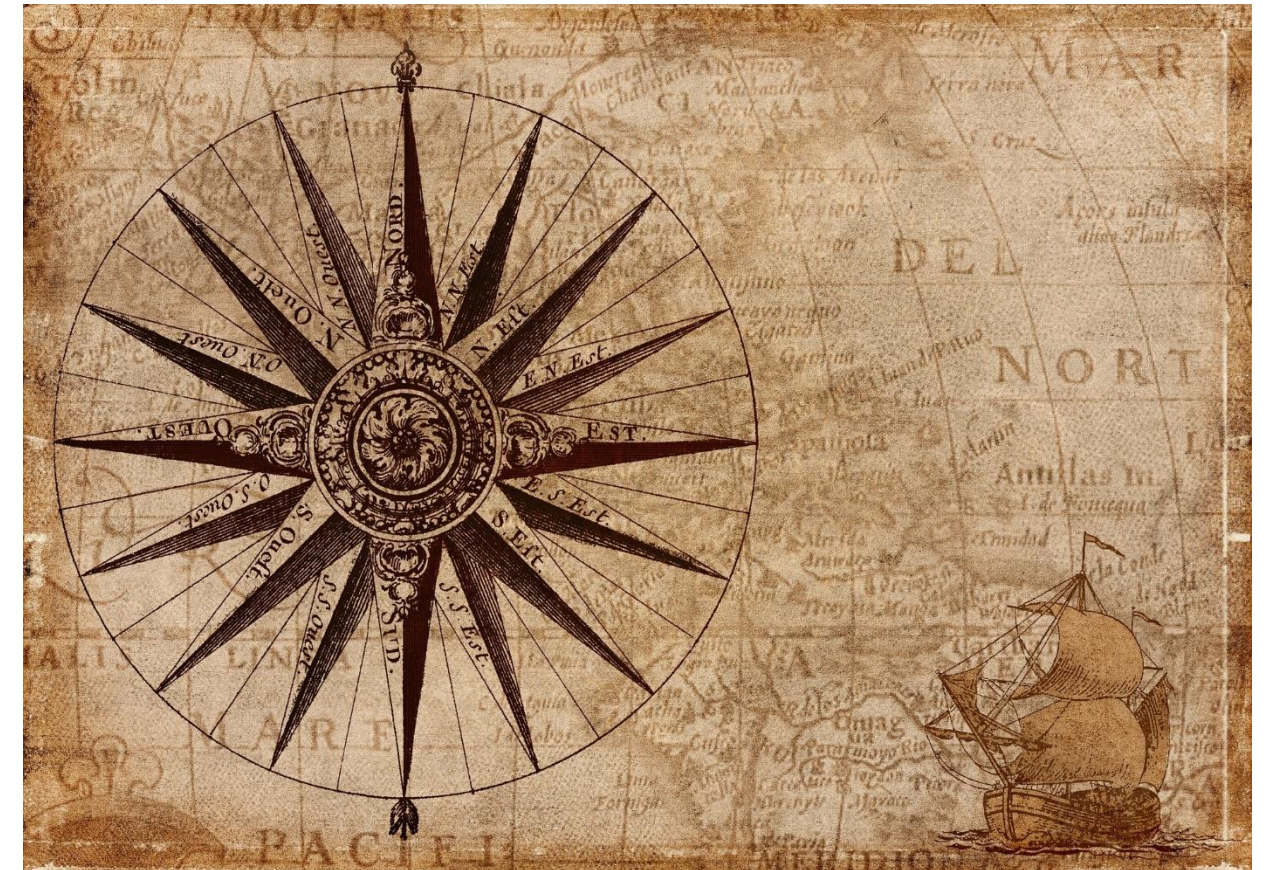


“Invest-ability- or “ Why should funders and supporters invest in your charity”?

Stephen Cahill

Setting the scene

- What 'Investability' means – why it matters
- The psychology of making your charity "Investable"
- The architecture of high Investability
- Rapid "How to" practical steps to build 'Investability'



The irreducible question behind “Invest-ability”

- ◉ **Why should I invest my time, money, effort or support in your charity?**
- ◉ Please spend a few moments thinking about this
- ◉ What do you think are good/compelling answers?

Some weak/not so good answers

- ◉ We have been around for a long time – ‘Longevity’
- ◉ Our cause is current/fashionable – ‘On trend’
- ◉ Our cause is ‘prime’ or more important – ‘Lofty goals’
- ◉ It's your duty to support us – ‘Noblesse Oblige’
- ◉ Corporate Social Responsibility – Ticks a box

Some good answers

- Your cause resonates with me – e.g. the cure for cancer
- Engaging with you makes me feel better in some way
- “ Actually, I don’t give a stuff about your charity’s aims but giving to you solves a problem for me!”

The psychology of good and bad answers

◉ The bad answers tend to be:

- 'Inward focused' – all about us – answers the 'Whats'
- They push the charity forward – " We are the greatest/best

◉ The good answers tend to be

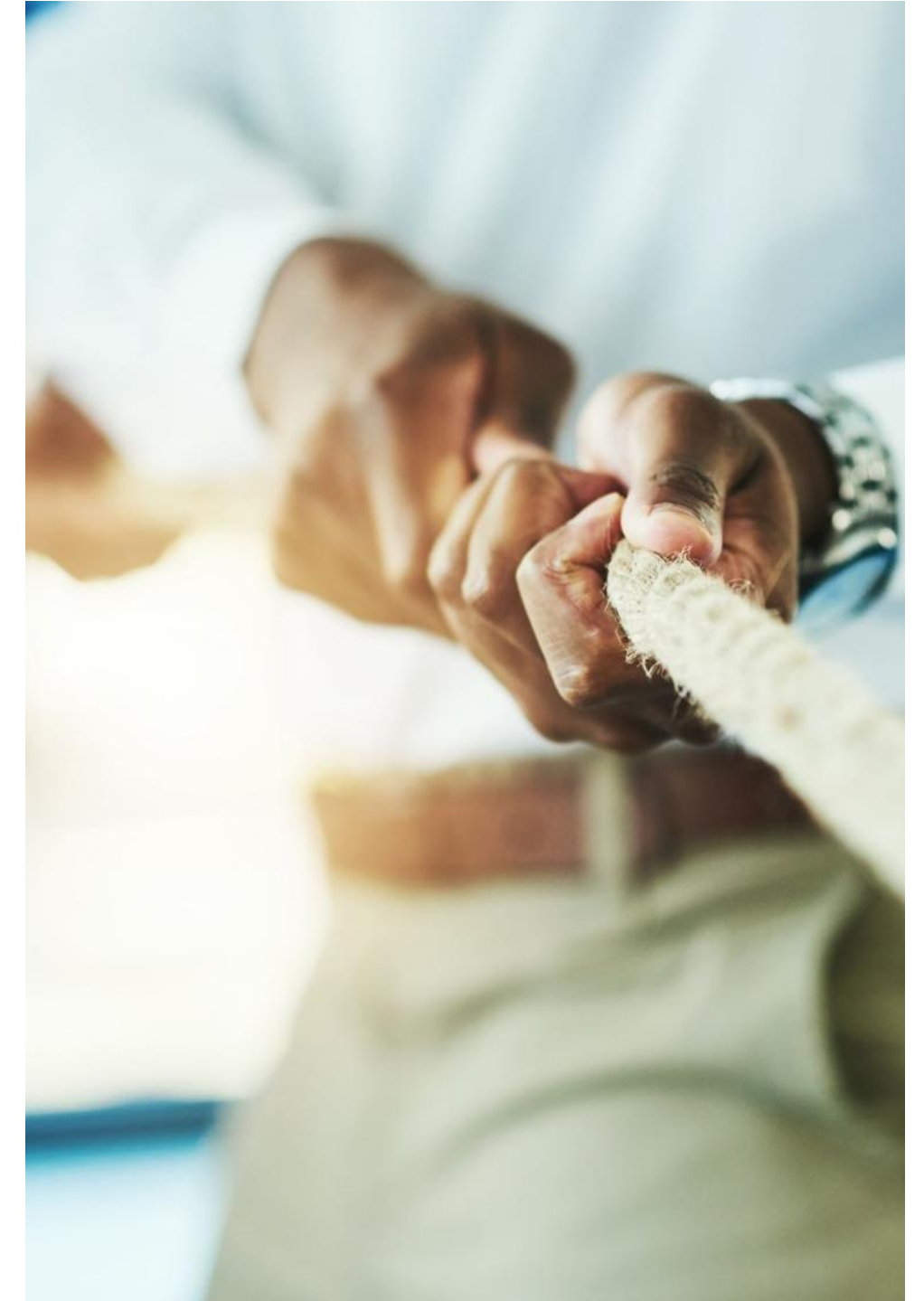
- Answering an emotional need
- Solving a practical need

◉ Good message pull the

- **Heartstrings** (the emotional need)
- **Purse strings** (the practical need)

The Investability mindset

- “Can rattling” is **pushing** – it doesn’t have force behind it
- “Investability is **pulling**” – It answers the **WHY**
- Hugely important differences of approach

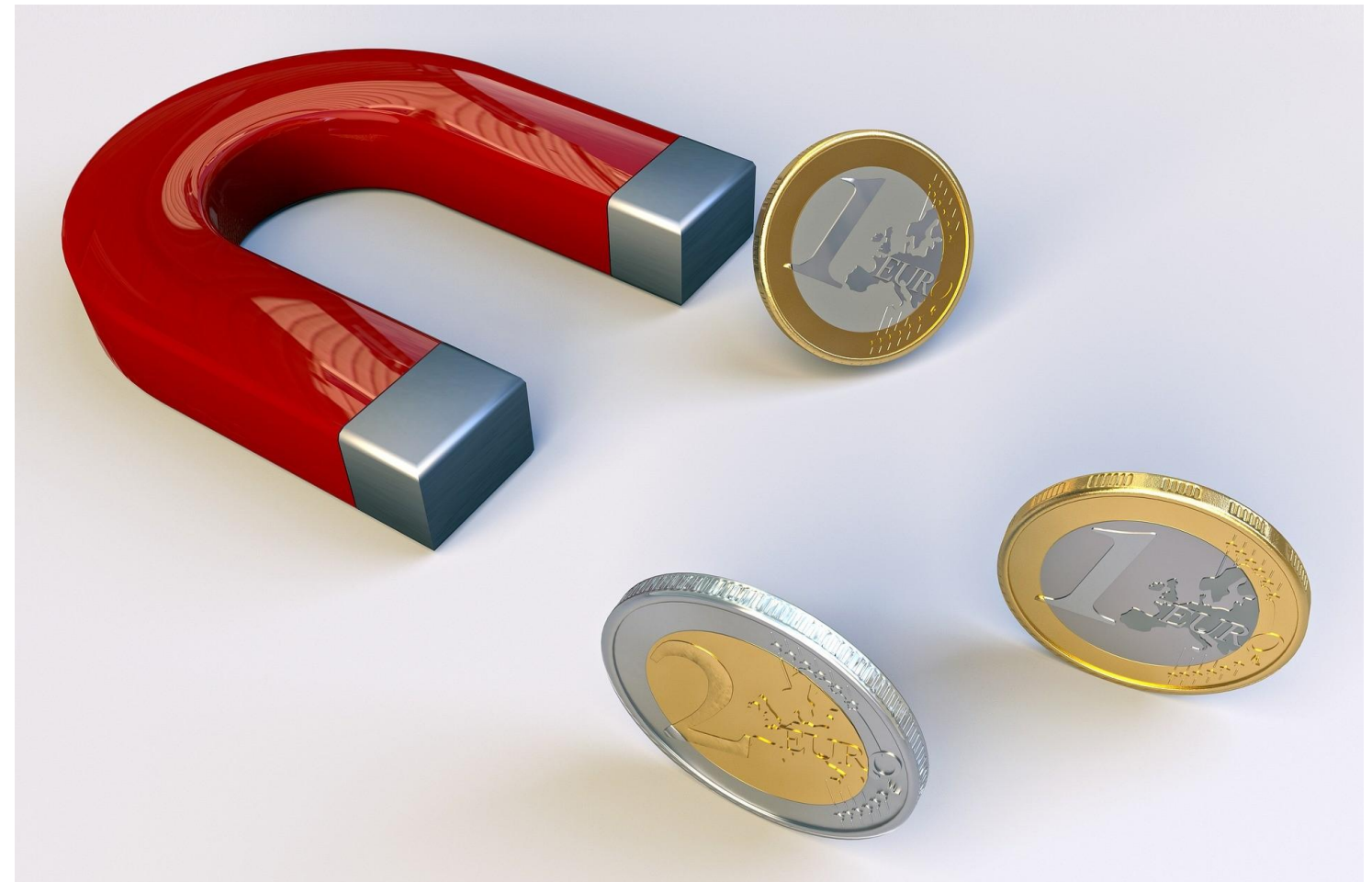


Investability matters – The new landscape

- ◉ **Cost of Living crisis and fallout** – Shrinking funding Vs rising demand.
- ◉ **Conditionality of giving** – Public and State – affordability, 'loss of acceptance and questioning (e.g. charity scandals), Politics
- ◉ **From 'giving' – to loaning/paying** – Social enterprise, contracts
- ◉ **Accountability culture** – 'trial by social media', audit regimes
- ◉ **Capriciousness** – People's views more plastic? Maybe quicker to change

Defining Investability

- Attracting investment at every opportunity
 - Answering the 'Whys'
- Understanding value trails
 - Who do you really provide value to?
- Joining up relationships
 - Donors – activities – beneficiaries
- Orchestration
 - Managing why's what's and who's
- Maximising yield
 - Focusing on the vital



Investability – The difference

- ◉ Mobilising the whole charity to amplify appeal
- ◉ Much deeper understanding of stakeholders
- ◉ “Donor in’ – not ‘charity out’
- ◉ By design rather than default
- ◉ A key to unlocking the future via insight/learning

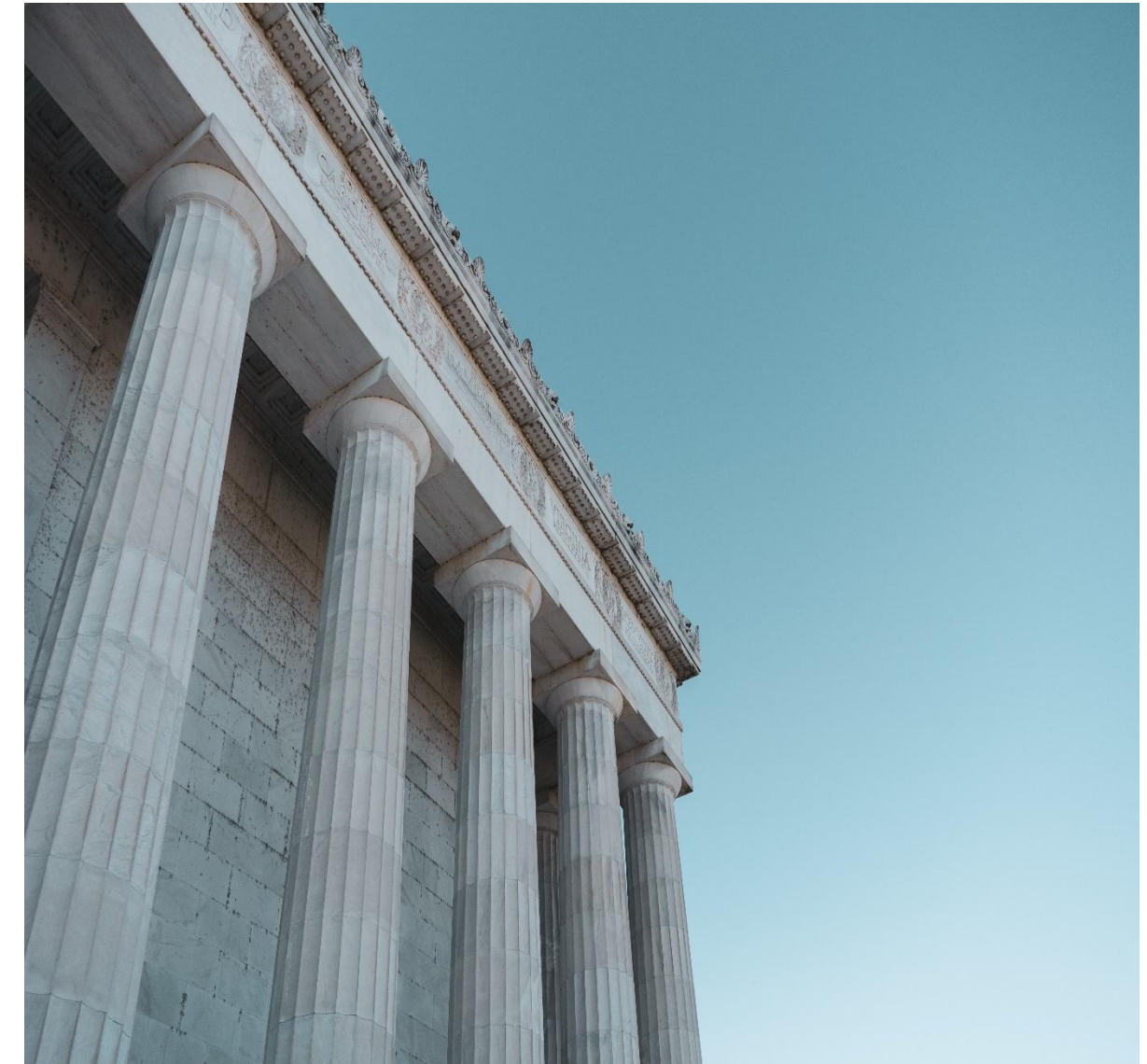
The value paradox – four tough questions

1. Who do you really deliver value to in an obvious way?
2. Who do you deliver value to in unobvious ways?
3. Can you answer question 1& 2 indisputably?
4. If not, why not?

You need excellent answers to 1 & 2!

The architecture of Investability

- 🌀 **Governance** – The management of your charity/direction setting
- 🌀 **Legitimacy** – Who do you represent and why should I speak to you?
- 🌀 **Diversity** – In all its forms
- 🌀 **Effective business planning** – The numbers speak/tell a story
- 🌀 **Good organisational health** – Pillars of effectiveness
- 🌀 **Compelling engagement** – Internally and externally
- 🌀 **A 'learning organisation'** – Something to say about the future



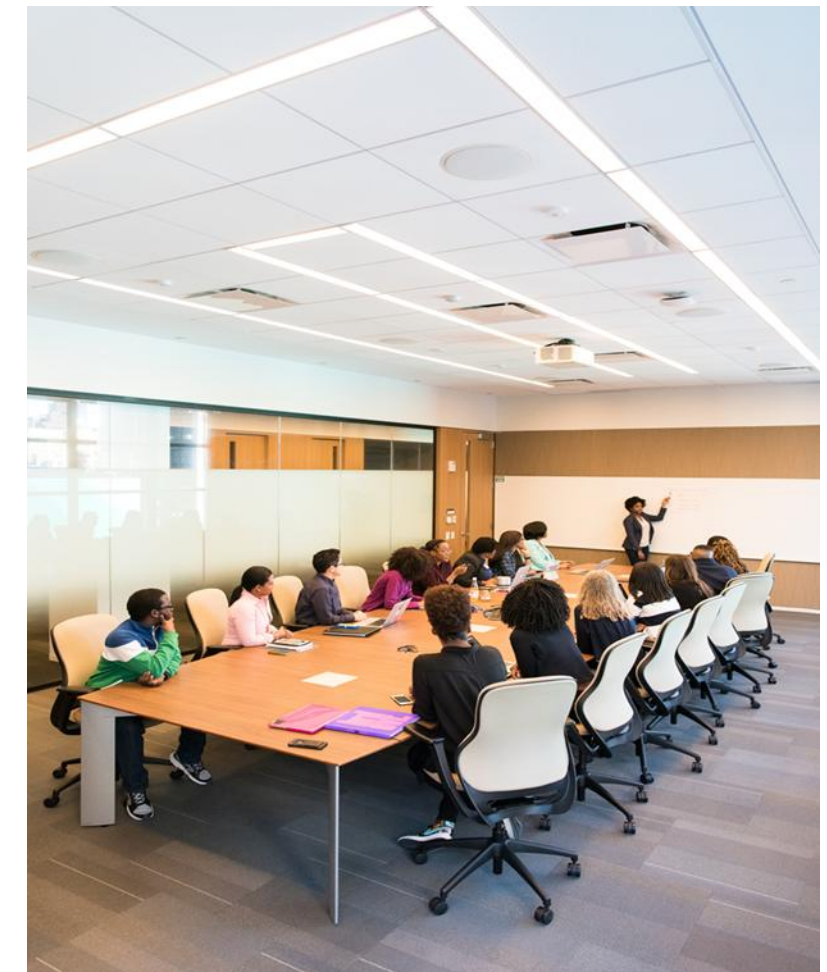
Building Investability – Governance

Investability builders

- ◉ Risk management
 - Financial risk
 - Reputational risk
 - Operational risk
- ◉ Board rotation
- ◉ Board capability/growth
- ◉ “Purposeful Board”/Seriousness
- ◉ Supporting processes/docs

Investability killers

- ◉ Lack of calibre
 - Unable/unwilling to act as board
- ◉ Fossilisation
 - people/direction/impact
- ◉ Opacity
 - processes/decision making



Building Investability – Legitimacy

Investability builders

- ◉ Explicit 'voice' to beneficiaries
 - E.g. Outcome shaping. Active processes to increase legitimacy
- ◉ Purpose and outcomes build legitimacy
 - Legitimacy 'ripples' from your work
 - Expertise is attracted to your work

Investability killers

- ◉ Self appointed claims
 - Meaningless or spurious claims
- ◉ Condescension
 - 'We know best'/ self appointed or armchair 'experts'



Building Investability – Diversity

Investability builders

- Ability to harness diversity in **all** its forms
 - Composition of board
 - Planning and decision making processes
- Pathways to diversity
 - Creating opportunity
- Walking the talk
 - Sincerity of engagement

Investability killers

- Window dressing
 - A policy for everything yet.....
- Glass ceilings and walls



Building Investability – Business Planning

Investability builders

- The business plan is an Investability document
- You know who you deliver value to
- Value trails are obvious
- Results(whys) > Activities(whats)
- The numbers/strategy tell a story
- It speaks with confidence!
- Future oriented
- Concise

Investability killers

- Superlatives
- A 'baby food' plan
 - Everything mashed up together' and it's bland – e.g. ops. Strategy, goals, claims etc etc
- Nothing to buy into or get excited about!
 - Lack of a 'golden thread'



Building Investability – Organisational Health

Investability builders

- Financial management
 - Plan supporting goals
 - Competence/awareness
 - Process
- People and capability
 - Right person/right place/right time
 - Active management of people
- Organisational consistency
 - A 'truth' that runs across it
- Pan organisational effort
 - Total Investability

Investability killers

- Opacity
- Lack of financial awareness
 - Unable/unwilling
- Disengagement
 - Staff alienated or critical of board
 - 'Drift' – no sense of cohesion
 - "Do you like working here"?



Building Investability – Engagement

Investability builders

- Active engagement processes internally and externally
 - “Whys – and more Whys”!
 - Heartstrings/Purse strings
- Ways to join up the ‘perimeter’ of the organisation
 - “Same response wherever you push”
 - Staff engagement/briefing
 - Donor engagement/invitation inwards
 - Interaction of staff and donors

Investability killers

- Scattergun management
 - Hides “no thought in application”
 - Any horse will do....
 - Today’s solution is.....?



Building Investability – Learning

- Landscape is constantly changing +ve's and –ve's
- Altruistic bedrock is there – but needs to be mined!
- Investability is a different lens
- Investability comes as an approach
- Investability helps level the playing field
- You can become investable quickly



90 days to make an Investable difference

- Be absolutely sure you understand the thinking
 - The differences from traditional approaches
 - The architecture of investability
- Get busy on the four tough questions
- Make an Investability plan – Use the Invest-ability[©] Canvas
 - Looks for 'gaps' between current and best practice
 - Keep probing for additional ways you can 'solve a donors problem' – Heart strings and purse strings
- Start small
 - Start with the Invest-ability[©] canvas & shout for help if needed!
- Show the world your plan and always be answering the 'WHY'

Invest-ability[©] canvas

Remember – your goal is to attract all kinds of investment in your charity!

Key Relationships

Total stakeholder community

Primary value recipients

Secondary value recipients

Your investability learning

‘Knowing what works’

Adapting and changing your story

Your investability story

Your investability architecture

Interaction with total stakeholder community
(channels/ relationships, ‘Telling your story’)

Organisational processes supporting stakeholder comms

Your mission Vs Engagement – The problem you solve

What do you offer different stakeholders?

What do different stakeholders offer you?

What COULD you offer different stakeholders?

What COULD different stakeholders offer you?

What we do

We're the charity that other charities come to for management advice, training and professional support.

 Management Consultancy Advice to address organisation challenges & help charities achieve their goals.	 Mentoring Providing an opportunity for charity leaders to discuss any issues in their roles.
 On Call Fast & effective specialist telephone support to help troubleshoot particular issues.	 Learning & Development Management skills training & fresh thinking through webinars with leading academics & practitioners.
 Peer to Peer Small, facilitated groups for charity leaders, to support collaboration & problem solving.	 Resource Library A library of ready-to-use templates, guides & tools covering essential topics available to all charities.

We work with small to medium size welfare charities, providing pro bono support.

Get in touch

Find out about
how we can help
you & your charity



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