



# Influencing Change & Having

*Difficult Conversations*

Legacy Fundraising Virtual Conference



*Hi,*

**I'm Ceri**

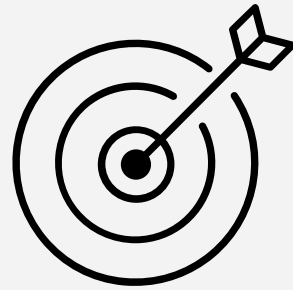
Coach | Trainer | Choir Leader | Community  
Builder | World-Change Enthusiast



# Some Context: Christingle



My life as an accidental fundraiser.



## ***A large fundraising target***

Christingle used to bring in around £1.2m



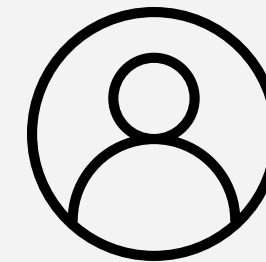
## ***Multiple stakeholders***

Christingle was important to everyone - Fundraising, Marketing, Church Partnerships and supporters.



## ***A (non-working) working group***

Shallow consulting, little accountability for non-action.



## ***No line management authority***

No one to easily delegate to.



Anyone. Anywhere. Any time.



Context is King.



Our ability to influence relies on our ability to listen. Our ability to listen relies on our ability to understand. Our ability to understand relies on our ability to question.



Coaching communication is  
the ability to ask the right  
question at the right time in  
order to yield ideas and  
solutions.

# Coaching Questions



There are lots of coaching models, but they can essentially all be distilled into the following four questions.

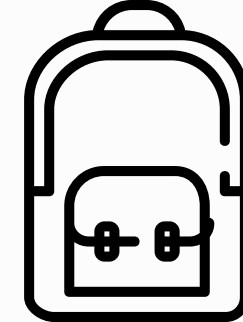
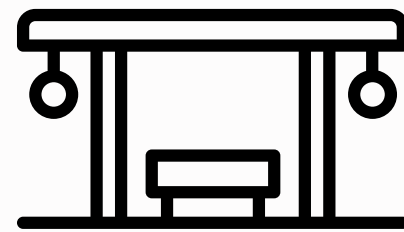


## DESTINATION

Where are we trying to get to?

## STATION

Where are we now?

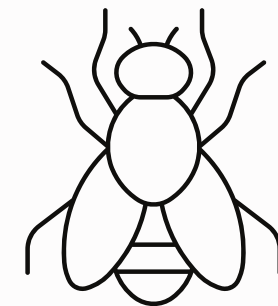


## SUPPLIES

What we do need for the journey?

## FLIES

What might stop us from getting there?





# Coaching Questions



There are lots of coaching models, but they can essentially all be distilled into the following four questions.

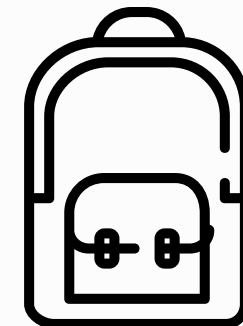
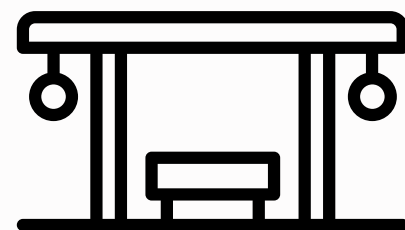


## DESTINATION

"I want to run a legacy campaign to help us diversify our income streams and grow our income by x% in the next few years."

## STATION

"Our existing streams of income have been on a plateau since before COVID, and continue to be so."

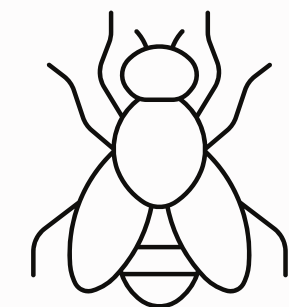


## SUPPLIES

"To begin with, we'd need £x to produce print materials / digital ads / a DM campaign."

## FLIES

"The main concern at the moment is timing - we have a small window to run the campaign without disrupting our other activities."



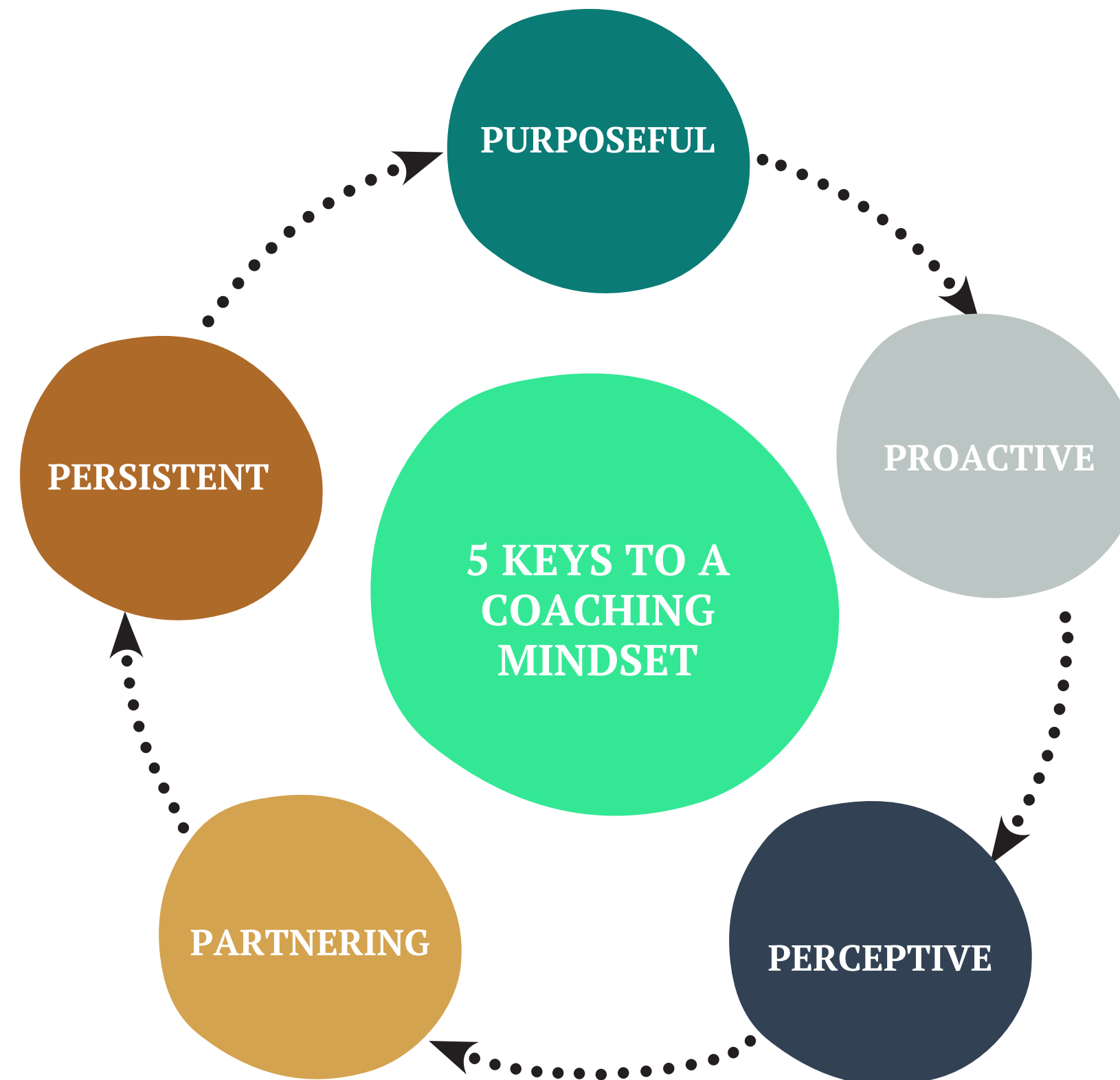
Being clear, deliberate and intentional about what goals need to be achieved and what the measures of success are.

Maintaining commitment to goals even in the face of challenges and obstacles.

Pooling other people's expertise and eliciting joint commitment.

Anticipating needs and challenges and getting in front of them.

Being open and receptive to new ideas and perspectives. Aware of / listening to others' needs.

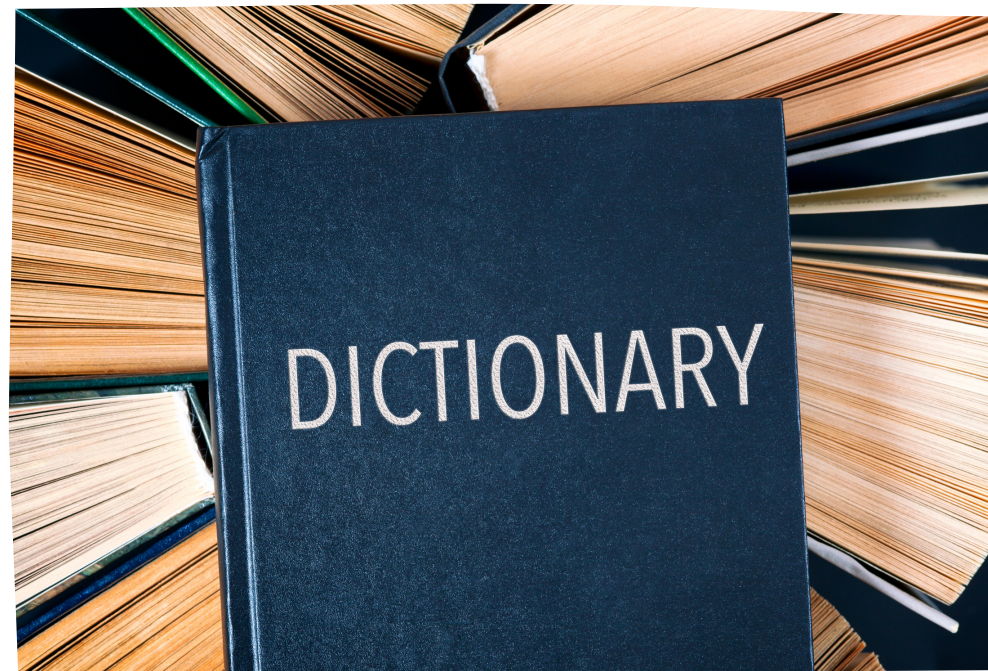


On a scale of 1 – 10, how  
influential do you feel you are?

What's behind this number?



# Reframing: Context vs Content



## Context

Context reframing simply places a piece of information in a different context / situation in order to give it a new perspective.

## Content

Content reframing focuses on changing our perception of a piece of information.

# Questions you can ask to reframe context



*"Our Directors / Board / Trustees worry too much about offending our supporters."*

- In what context could this be helpful?
- In what context might this be appropriate?
- How could this better serve me / the organisation?
- In what way could this behaviour be more resourceful?
- How has this behaviour helped me / us in the past?

# Questions you can ask to reframe content



*"The last time I tried to propose a new idea, our Directors / Board / Trustees completely shut me down."*

- What else could be behind this behaviour?
- What could I / we learn about this experience that might help in future?
- Is there any other way I could interpret this?



# Combatting objections using the AVID™ model

## 1. ACCEPT

Reflect back what the person has told you, using their original wording as far as possible.

## 3. IMAGINE

What would the ideal world scenario look like for the other person? What might happen if the objection is accepted as the final decision?

## 2. VERIFY

Ask questions to help you (and potentially the other person) better understand the objection by asking questions that draw out specifics.

## 4. DECIDE

Having imagined the different possibilities, decide a course of action together.



# The AVID Model in Practice

“No one has any money”

**1. ACCEPT**

“So I understand, your concern is that the appeal won’t be successful because no one has any money to give.”

**2. VERIFY**

“What’s making you feel that no one has any money?”

**3. IMAGINE**

“What would need to be different for you to feel comfortable running this appeal? If we don’t do this now, what else do you see us doing?”

**4. DECIDE**

“We need to run this appeal now, otherwise we’ll have to wait until the Autumn.”



What one question  
could you ask?



# Free Resource: The Leadership Leverage

40 in-the-moment coaching questions that you can start using straight away.

Email [ceri@herdleaders.co.uk](mailto:ceri@herdleaders.co.uk) to grab your copy.





# Stay in touch!

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