

Eager to help your fundraising team fulfill its potential?

Discover how Hocking Leadership helped Temple University's College of Liberal Arts Development Office strengthen its team culture, increase fundraising confidence, and support retention efforts through leadership + fundraising consulting



"Shanna is both a gifted leadership consultant and an expert fundraiser — a combination of strengths very few people have. So when it comes to bringing a consultant into an advancement shop, Shanna comes first to mind.

She's inspiring, knows the field, and can bring out the best in the individuals on a team in a way that also brings out their best together."

Patrick Daley

ASSISTANT DEAN OF DEVELOPMENT
TEMPLE UNIVERSITY

When Temple University's Assistant Dean of Development Patrick Daley reached out to Hocking Leadership, he was looking to develop and support the retention of his fundraising team.

Patrick knew that good retention stemmed from a strong culture, and he'd always embraced opportunities to lead his team through culture-building activities.

Over time, however, he'd reached a point where he wanted to build culture with his team, and let someone else do the leading.

"For most of our team-building, culture-building, and trust-building events, I was the one facilitating them myself. It often felt like I was on the balcony and the dance floor at the same time.

I realized that not only was that inefficient, but both **myself and my team were missing out because of that approach. It became clear there was a big benefit to bringing in a professional facilitator** to help us build and strengthen our culture."

Patrick had known Shanna for years, and was well acquainted with her unique mix of expertise as both a leadership consultant and philanthropic advisor.

He knew that her 20-year track record in higher education and academic

medicine fundraising — where she'd personally solicited and closed more than \$155 million dollars and led a 50-person team — made her the perfect consultant to partner with.

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“I've known and followed Shanna for years, and have turned many fundraisers onto her because she's really at the top of her game. Then with her background in major gifts and her experience leading teams of major gift officers, she was the obvious person to bring in.”

Once hired, Shanna began by planning a day-long retreat for Patrick's team





that included interactive sessions on topics most aligned with the team’s collective and individual needs.

Patrick said **he appreciated being able to collaborate on the retreat’s curriculum**, while also knowing a true professional was in charge of shaping the day’s agenda and facilitating each session to maximize the impact.

The retreat was a great success, and not only did Patrick and his team gain practical and tactical knowledge on topics like “developing a network across

the university” and “the five key types of support to surround yourself with”, but they also had powerful realizations about their biggest strengths and had meaningful discussions that brought them closer together as a team.

Patrick said it was Shanna’s deep understanding of philanthropy — and the specific way she facilitated the discussions — that transformed how his team saw themselves and felt about their work.

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“I saw my team shine. They knew Shanna was really seeing them, and they felt valued. That allowed them to boldly be in the moment and feel proud of their work, owning their vulnerabilities as well their expertise in the same moment, and feeling great about that — as well as about themselves. I think it takes someone to know humanity and philanthropy to get your team to resonate and shine like that. It was awesome.”

The feedback he received from his team said the same.

“They were so impressed, both with Shanna and with their own ability to

succeed at Temple — to really thrive here. This has not been the easiest place as a fundraiser this past year either, because the university has had some tough challenges. But Shanna helped them see that those challenges don't rest only on our shoulders, and **that we need to focus on what we can control, which is doing our best work.**"

In addition to the team retreat, Patrick also hired Shanna to provide one-on-one coaching for each team member so they could personalize what they'd learned

and get support that was specific to their biggest needs and fundraising challenges.

Team members called the coaching sessions the "best fundraising therapy"

and loved being able to speak individually with an advisor who truly understood their challenges because she'd personally experienced — and successfully overcome — many of them herself.

Patrick said the outcomes of their work with Shanna have been significant, with the most notable result being a stronger team culture where they not only support each other, but others around Temple.

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"It's my people who are calling others across the university to check in and see how they're doing. We're now actively part of the retention plan for other people, which is so great to see."

Along with supporting the retention efforts, Shanna's coaching has given the team a shared language around each member's strengths and contributions to the team — language that Patrick references as well when conducting performance reviews.



He noted that any advancement shop looking to strengthen its team culture, support retention, and enhance fundraisers' skills would benefit from Shanna's consulting.

"Shanna is inspiring, knows the field, and can bring out the best in the individuals on a team in a way that also brings out their best together."

"I'm someone who thinks culture weighs heavily — if not more heavily — than strategy, and that it's important to continually invest in your team.

When you don't have a big salary lever to pull, you need to show you care about your people in another way that's clear and tangible.

"Professional development is one of those ways, and bringing in a consultant of Shanna's caliber makes it very clear to everyone in the room that they are cared about and valued, and that you're investing in them because they're stars." ☞

Ready to invest in the development and culture of your university development team?

Find out how Hocking Leadership can help at [HockingLeadership.com](https://www.HockingLeadership.com)

Shanna A. Hocking