



# The Evolving Chief Development Officer: Leadership in a Changing Field



# Today's speakers



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# Today's agenda

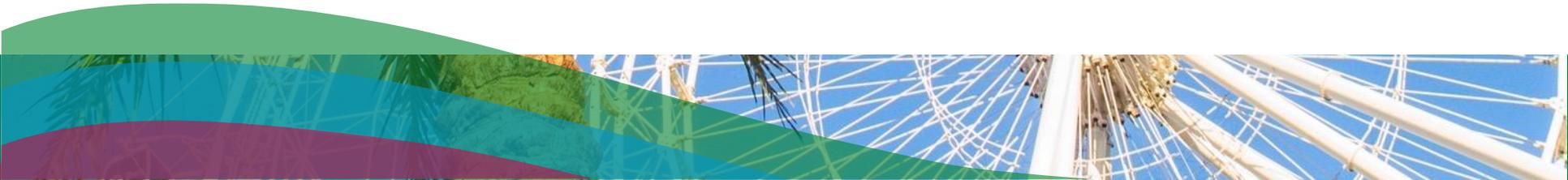
1. Lessons from the field
2. Lessons from a Highly Reliable Executive
3. Q&A

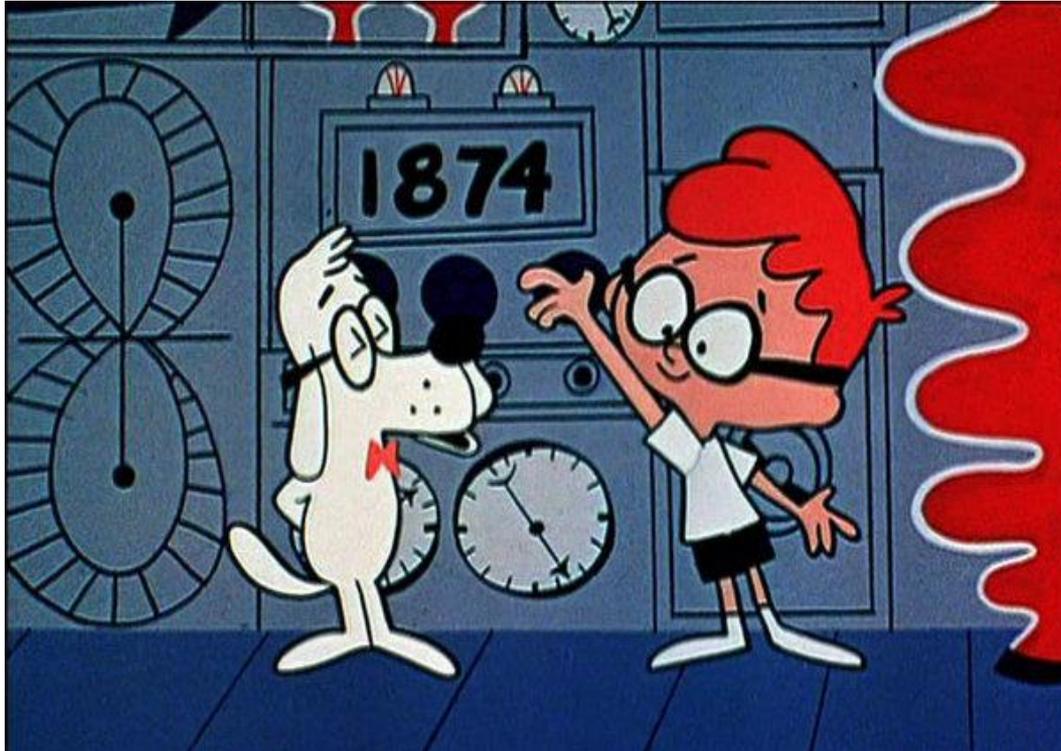


# 1. Lessons from the field

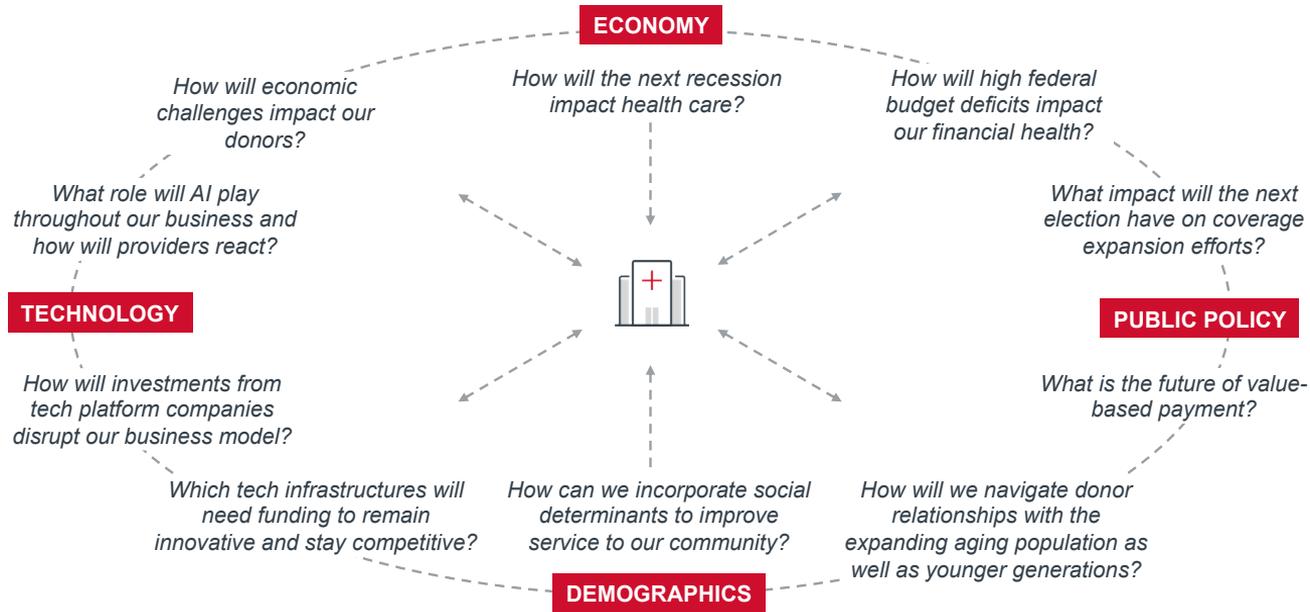


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# Ever-evolving context for CPOs

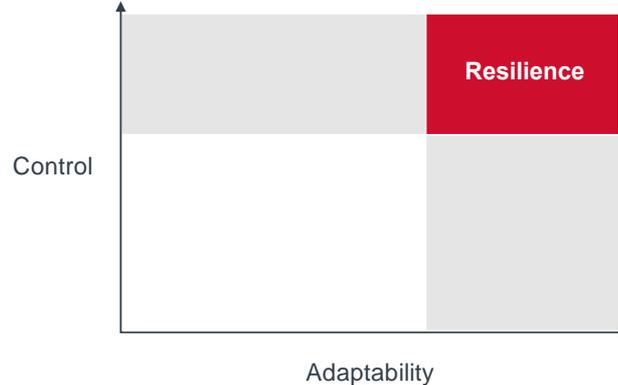


# Future industry leaders must see what's coming – and know how to engage



## Navigating the ecosystem

Understand ecosystem forces and use context assessment tools to see opportunities that others may not see

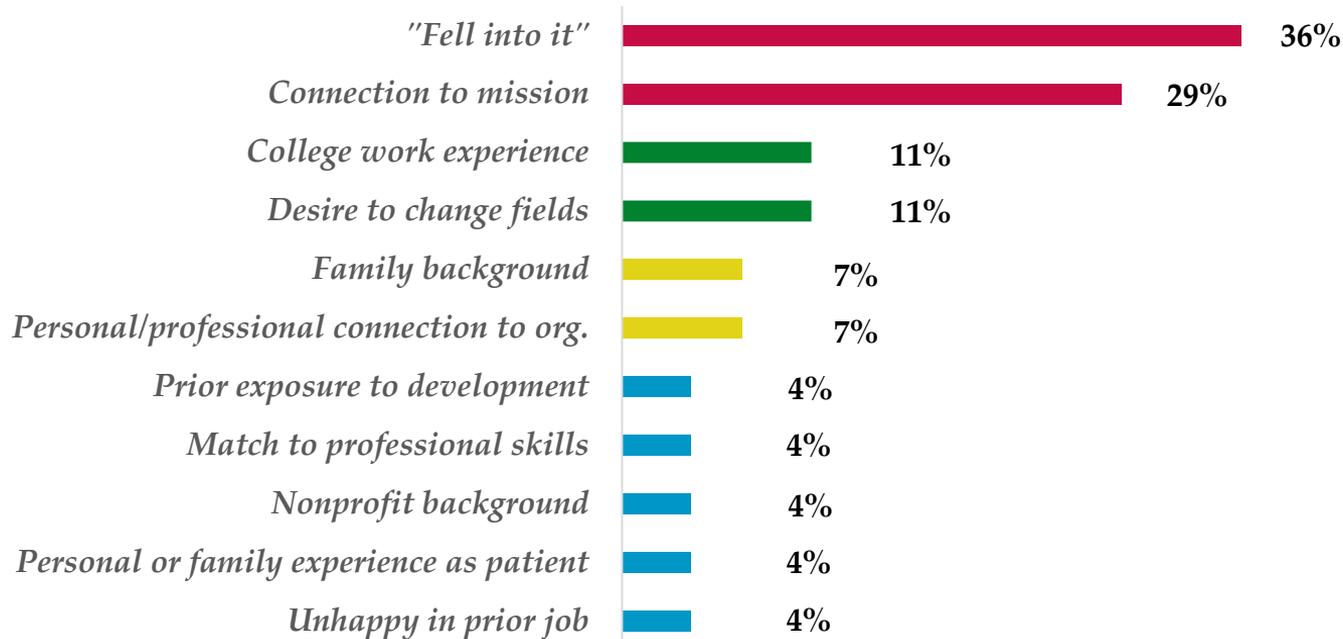


## Thrive amidst change

Control and adapt to evolving ecosystem forces to create advantages that help the organization thrive

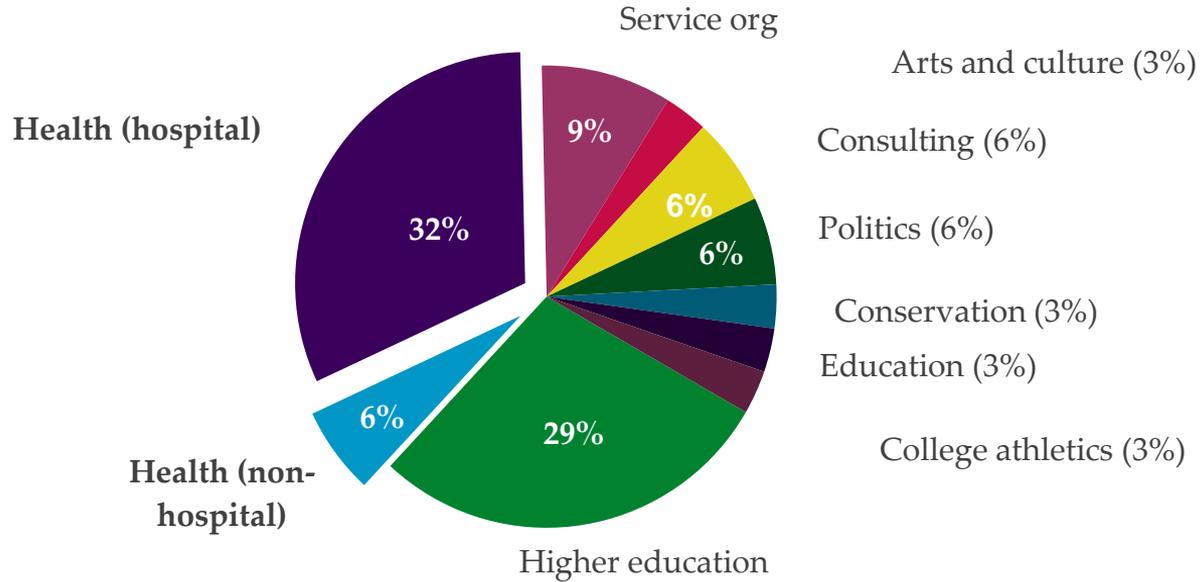
# Primary motivation for entering development

n=28



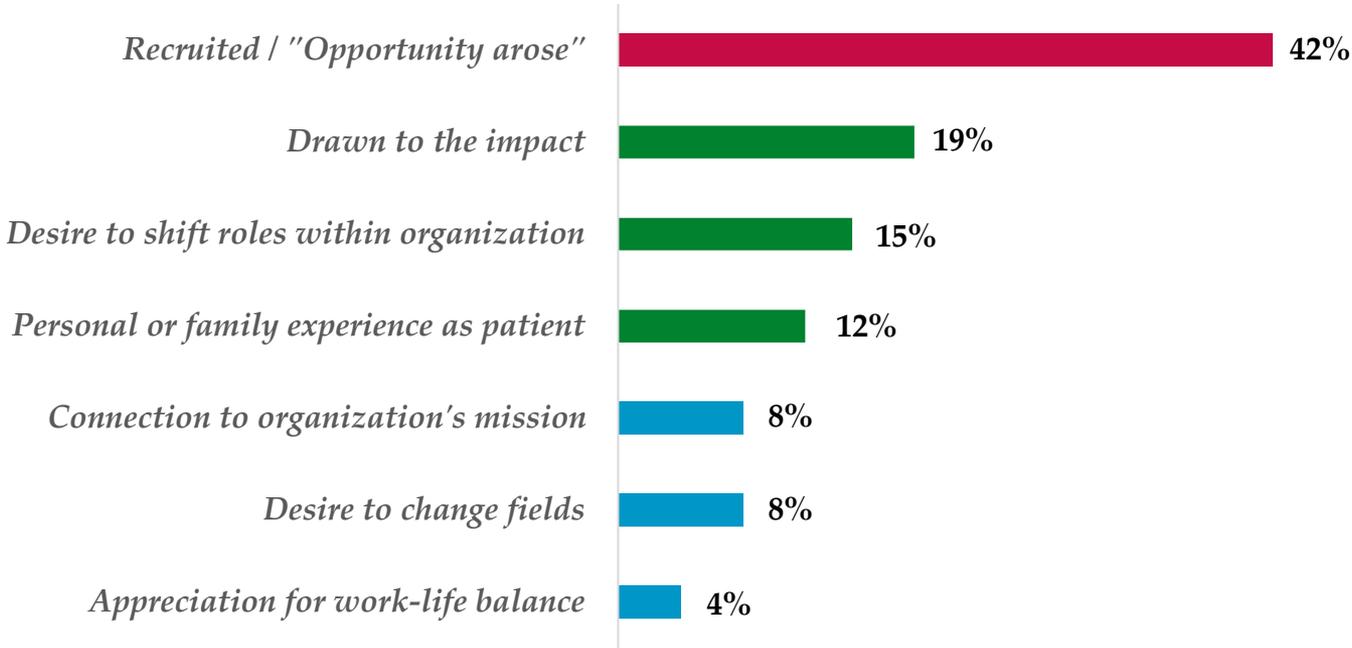
# First development job, by industry

n=33



# Primary motivation for entering *hospital* development

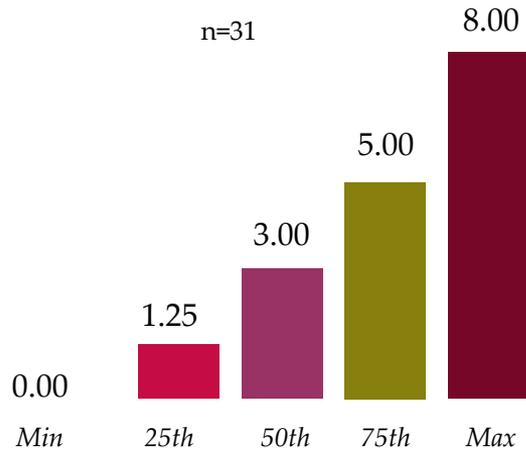
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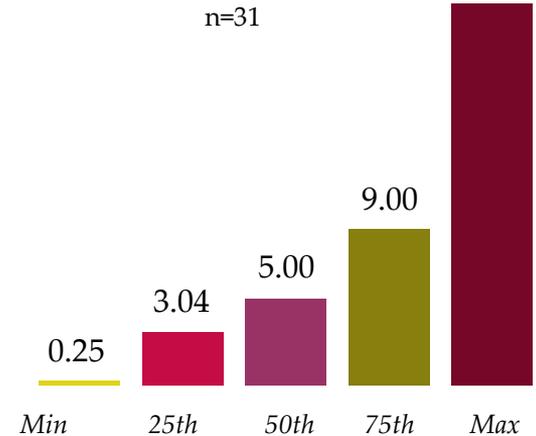
Source: Interviews with 28 development leaders in hospitals or health systems. Conducted on behalf of Advisory Board, 2023.

# Path to the top

**Number of development jobs prior to becoming CDO**



**Tenure in current role (in years)**





Think about the **best leader**  
you've ever had.

How did they make you  
feel?





Hands-off Growing talent  
**Coaching** Passionate **Empowering** Forward-looking  
Curious **Inclusive** Trusting Accountable **Adaptive**  
Transformational **Humility** Politically-savvy  
Creative Directional  
**Removing roadblocks**  
**Learner** Diplomatic Innovative Flexible Hard-working  
Advocating **Transparent** Engaged Nimble Hands-on  
Disagrees respectfully Accessible **Motivated**  
**Democratic** **Comfortable with ambiguity**  
Collaborative Good at listening Driven Organized  
**Strategic**

# Top competencies for Chief Philanthropy Officers

Competencies ranked #1, #2, or #3 out of 14

n=35



1. Individuals surveyed in early 2023, including chief development officers (CDOs), hospital foundation presidents, philanthropy consultants, and major gift officers.

2. As described in *Making the Case for Leadership: Profiles of Chief Advancement Officers in Higher Education*, Jon Derek Croteau & Zachary A. Smith, 2012.

# Qualities sought in successors

**Intellectual curiosity**



**Creativity**



**Humility**



**Self-motivation**



**Comfort with ambiguity**



**Big-picture mentality**



**Builder of workplace culture**





## 2. Lessons from an HRE



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- 1 Raise money – strategy and operations
- 2 HRO CDO/Executive
- 3 Leader
- 4 Creating the Culture



# Your role – Chief Philanthropy Officer

- You represent Philanthropy – some people struggle to pronounce the word, let alone understand what we do.
- Experiences shape beliefs – what experiences are shaping the culture?
- What behaviors are you instilling in your team to create this culture?
- Are you dialed in? Don't just interact as the CDO?  
Interact as an Executive



# How to: Highly Reliable Executive

- Be RELEVANT
- Be PRESENT
- Be AWARE
- Know your PLACE
- Don't say NO
- NO Surprises
- Be Thoughtful

# Be RELEVANT

The Oxford English Dictionary defines "relevance" as "the state of being closely connected or appropriate to the matter in hand."

1. Be More Authentic
2. Achieve More Mastery
3. Be More Empathetic
4. Take More Action



- 
- Be educated
  - Be current
  - Do not pretend to be a know it all
  - Ask questions
  - Fix crowns
  - Look for ways to highlight others

# Be PRESENT

- Round
- Show-up
- Coach-up





# Make Philanthropy Accessible

- Utilization of funds raised – remove the mystery
- Utilization of philanthropy – common language
- Covered entity
- Learn about them – understand their why – internal relationship managers
- High level connector – understand their agenda – look for the opportunity to elevate the SME



# Create the Pull

- Stop begging for a spot at the table – build your alliances
- Demonstrate your worth
- Tell stories – demonstrate impact
- Create connections
- Learn, ask questions, build relationship
- Know the influencers
- This is not about you – stand back, elevate others



# Your actions speak for you

- When do they see you? When you need something?
- Are you always working on your agenda?
- Advocate for others – “You know it would be great if we added \_\_\_\_ to this conversation.” Then give them a heads up and catch them up!
- Watch your non-verbal communication
- How present are you around all of your facilities?

Build your  
reference  
group ...  
thoughtfully.



# 3. Questions



# Lessons for leaders

## Websites

- [Harvard Business Review](#)
- [TwinPoint.org](#)

## Podcasts

- ["Fixable" \(leadership coaching\)](#)
- [WSJ Headlines](#)
- [NYT Headlines](#)

# Thank you!



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