

Building, Growing, and Nurturing Digital Teams

#AFPCongress 2019
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Agenda Slide

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Why we're talking about this

What IS a digital team?

Building teams

Growing teams


Nurturing teams

Team Q&A

structure

We talk 2:00 - 3:15

We **all** ask and answer
questions 3:15 - 3:30

Specific questions,
clarifying questions - 

Bigger questions, existential
questions - 

Why?

Will it even be possible to be great at fundraising without being great at digital?

JAN
2018

DIGITAL IN CANADA

A SNAPSHOT OF THE COUNTRY'S KEY DIGITAL STATISTICAL INDICATORS



TOTAL
POPULATION



36.79
MILLION

URBANISATION:

82%

INTERNET
USERS



33.05
MILLION

PENETRATION:

90%

ACTIVE SOCIAL
MEDIA USERS



25.00
MILLION

PENETRATION:

68%

UNIQUE
MOBILE USERS



26.42
MILLION

PENETRATION:

72%

ACTIVE MOBILE
SOCIAL USERS



21.00
MILLION

PENETRATION:

57%

8

SOURCES: POPULATION: UNITED NATIONS; U.S. CENSUS BUREAU; **INTERNET:** INTERNETWORLDSTATS; ITU; EUROSTAT; INTERNETLIVESTATS; CIA WORLD FACTBOOK; MIDEASTMEDIA.ORG; FACEBOOK; GOVERNMENT OFFICIALS; REGULATORY AUTHORITIES; REPUTABLE MEDIA; **SOCIAL MEDIA AND MOBILE SOCIAL MEDIA:** FACEBOOK; TENCENT; VKONTAKTE; KAKAO; NAVER; DING; TECHRASA; SIMILARWEB; KEPIOS ANALYSIS; **MOBILE:** GSMA INTELLIGENCE; GOOGLE; ERICSSON; KEPIOS ANALYSIS. **NOTE:** PENETRATION FIGURES ARE FOR TOTAL POPULATION [ALL AGES].

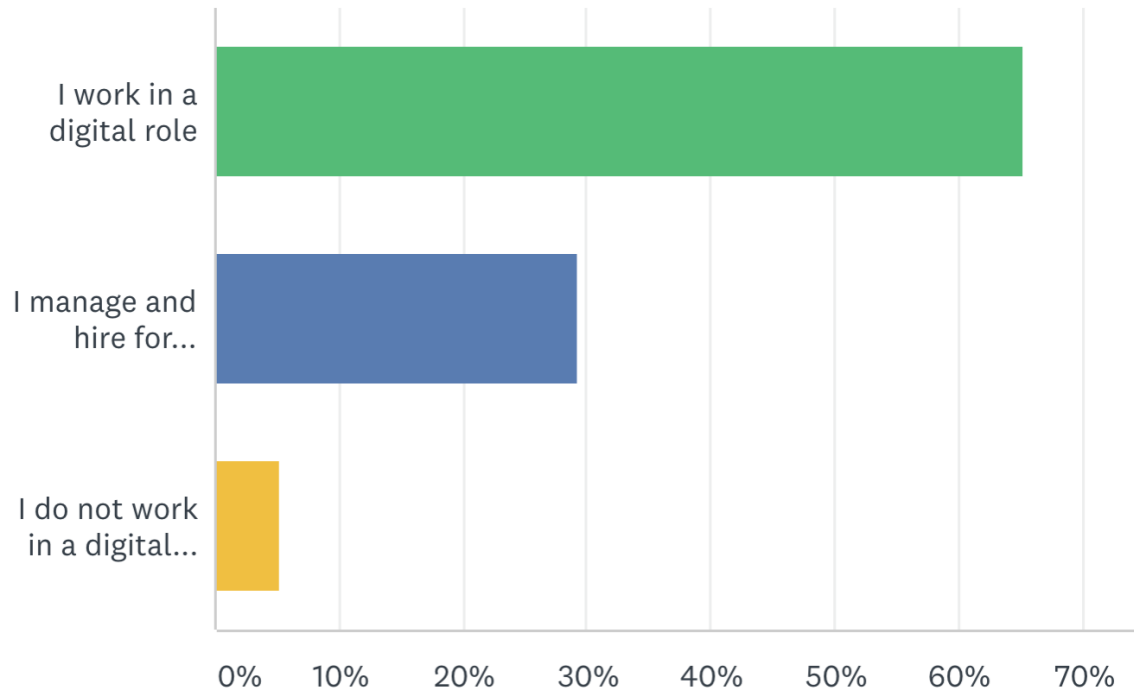
Hootsuite

BCSPCA

grassriots

We published a survey for digital team members and managers.

Who responded

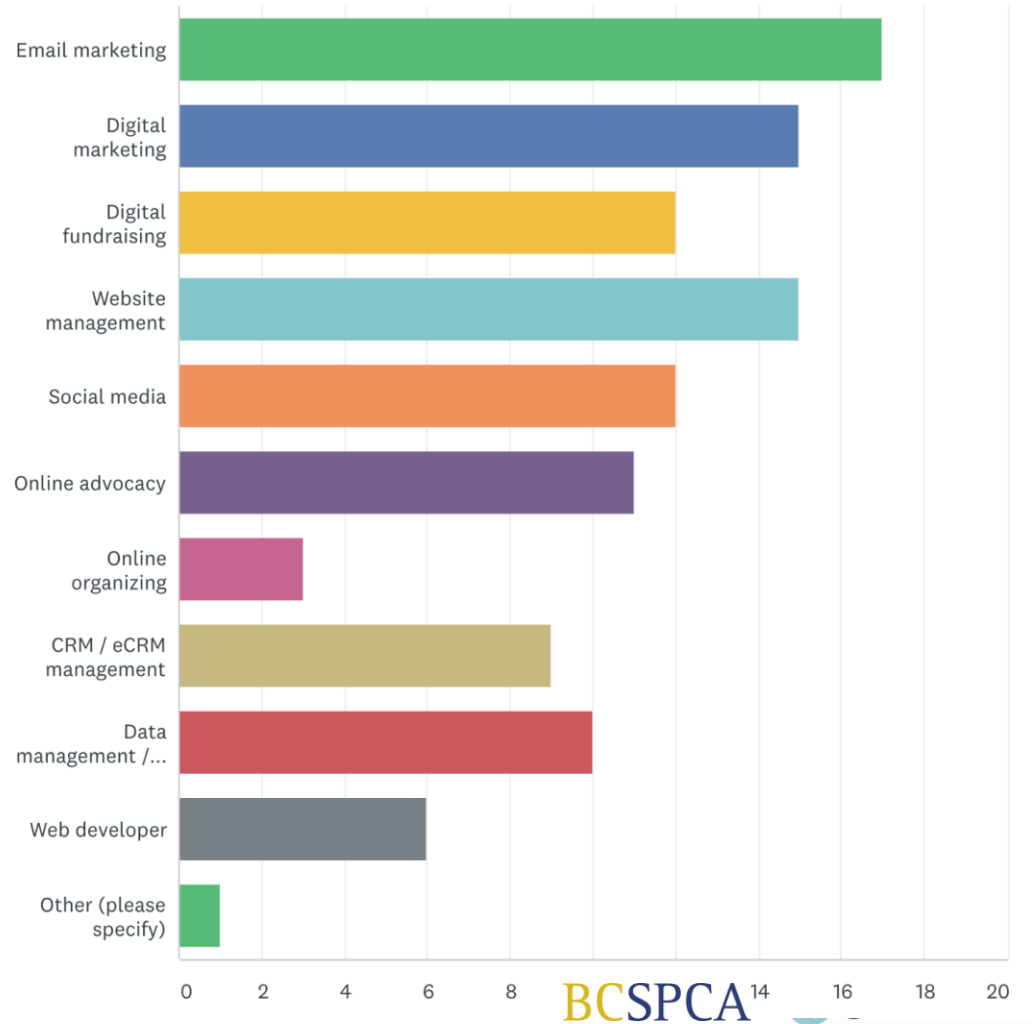


82

Leaders

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29 leaders surveyed manage an average of 4 different roles across these responsibilities.



What is Digital
Transformation and
why should it matter
to me?

Transformation, the nirvana state everyone wants to achieve (but no one wants to work at)

“[D]igitally maturing organizations — companies in which digital ... has transformed processes, talent engagement, and business models.”

“Digital-first companies have more fluid structures, where people are identified by their competencies and capabilities and come together to solve particular business problems.”

From Ryann:

“There’s no final digital state; just constant iteration, progress, evolution and learning opportunities.”

Therefore, impermanence

We're now in a constant state of digital transformation. This train does not have a station.

Your new CRM isn't a station. Your new digital hire isn't a station.

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Our reality in the digital branch of the nonprofit sector is impermanence. Change is the constant, but it's change + constant learning, curiosity and agility. And your digital staff are living this reality on the frontlines, and they'd like you to appreciate that.

49%

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Of respondents recognize their organizations as being in a process of digital transformation. Only **14% believe** their organizations are in an advanced stage of maturity.

11% were Digital First / Native.

digital

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It was:

A bunch of tactics. In isolation.

It is:

A strategy that serves the whole purpose of the organization.

Now, teams...

We used the term 'team' pretty loosely:

- People who work together on digitally-focused projects and outputs.
- Anyone whose primary tasks are using digital to achieve their goals. But let's get real; traditional nonprofit departments rarely fit what a typical digital team looks like.

Building

Hiring a digital team.

- Why hiring is critical
- Job Descriptions
- Generalist Vs. Specialist
- Equity / Inclusion
- Interview Process

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58%

believe a **competitive job market** is the biggest challenge they face hiring for a digital role with **compensation** being the next.

82%

of managers have recently hired or are actively investing in new digital roles.

42%

of managers experienced significant turnover in digital roles in the past two years.

Turnover can cost
as much as 60%
of an individual's
annual salary.

48% of hires fail
in the first 18
months due to
attitude and
culture, not skills.

Building

Job Descriptions

Our job descriptions are not helping us get the best candidates.

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Building

Know Who You Need to Hire

- You're never hiring for the same position twice
- Are they the jedi or the padawan

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Job Descriptions

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Do not indicate compensation

Do not reflect actual responsibilities

Perpetuate 'Unicornism'



Prioritize Vocational Skills

Too much focus on years of experience.

Transparent compensation

Clear responsibilities

Prioritize relative vs. specific experience

Focus on Real Skills

Why?

Building

Relative experience

Relative vs. specific experience

You know at least one CRM well and are open to learning others if necessary (we use Luminate Online).

Vs.

Must have experience with Luminate Online

OR

You have digital marketing experience with expertise in at least one of the following (Facebook, Email, Google).

vs.

Must have experience running Facebook Ad campaigns.

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Building

Generalist vs. Specialist

10%



of respondents consider themselves a **Specialist**. Hiring managers place equal emphasis on **General Technical** vs. **Specific Technical** skills.

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Generalists Vs. Specialists

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Generalists know less about more.

Generalists allow organizations to cover more responsibilities with fewer people.

Generalists can be hired and trained to develop a specialization.

Smaller teams thrive when they consist of more generalists.

Specialists know more about less.

Specialists bring more rigor, practice and expertise to a specific field.

Finding a Specialist who is willing to broaden their skillset can be difficult / expensive.

Larger organizations begin to move toward more specializations.

62%

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Rely on partner / agency support for digital capacity at least a moderate amount.

Building

Diversity, Equity and
Inclusion

We need to understand bias to
overcome it.

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77% vs. 13%

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Of respondents **believe** that their organizations is committed to hiring for diversity and inclusion, but only 13% **believe strongly** that their organizations are successful at it.

Building

Interview Process

Interview Processes are the key tool we have to hire for fit.

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We also conducted 10 interviews
with thoughtful, digital leaders.

interviewees

With thanks!)

Shoni Field (Canada)
Sarah Rasmussen (US)
Austen Levihn-Coon (US)
Anil Kanji (Canada, global)
Jon Lloyd (UK, US, Canada)
Liz McDowell (global, US-
Canada)
Joe Hallissey (US)
Kay Marks (Canada)
Sara Falconer (Canada)
J.C. Bouvier (global, US)

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Where they work/ed



GREENPEACE



ecojustice



STAND



BCSPCA



From a digital director:

“Best way to build a team: by stealth. Put a project together, pull in people from different disciplines. Use that as your baseline, then show success.

what they said

We'll talk about all these things in each section

- Never stop learning.
- Hire the most curious people.
- If it stops working, tear it down and try a new way.
- Professional culture is real and critical, start accounting for it.
- Pay your staff like you want to keep them.
- Attributes of good digital people will not change even if their skillsets or responsibilities do: keen-ness to learn, feminist/equity focused, agility, growth mindset, openness, thoughtful and not averse to risk.
- Digital is getting more respect now, thankfully.
- Keeping good people means investing in them; they will not want to keep doing the thing they're great at.

Growing

Moving the organization
forward

- Digital Leadership
- Silo Busting
- How we do the work

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From a digital director:

“First year was telling hard truths, blowing things up to start again, and getting everyone onboard.”

Growing

Digital leadership

- A Seat at the Table
- Integrated Strategy
- Advocate
- Making peace with fluidity

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From a director of digital
engagement:

“Testing is a great way to keep
things non-threatening.”

Growing

Silo Busting

- Cross-functionality
- Collaboration as a critical work skill
- Fluid Structure

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Growing

How we do the work

- Data driven
- Self organizing
- Experimental
- Failure as opportunity
- Transparency

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Nurturing

Sustaining a strong digital
team.

- Our retention problem
- What can we improve?

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Our sector has a retention problem

**What role does
compensation
play?**

48%

Did not believe their compensation was competitive relative to the market and their responsibilities. Further, 89% feel that compensation's role in job satisfaction is significant.

Nurture

Challenge:

What else can we offer to
complement compensation?

Making it attractive to stay

95%

of respondents **agree** or **agree strongly** (11%) that they are able to connect their work directly to the impact of the organization.

Ensure team doesn't feel disconnected from the work.

- Making post-mortems more inclusive
- Updates on progress-to-goal
- Visible, Shared Dashboards
- Community / Client Feedback
- Program side lunch & learns
- Support program side volunteering

Our sector has a retention problem

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What role does
advancement
play?

52%

Believe their current role
has no advancement
opportunities.

Nurture

Challenge:

Can we feed the desire to
develop in other ways?

Making it attractive to stay

75%

Of respondents **agree** or **agree strongly** (21%) that their organization is committed to their professional development.

Provide opportunities for development & recognition.

- Conferences & Certifications
- Mentorship
- Online courses
- Flex-time to pursue development
- Teach it forward policy
- Giving them “a seat at the table”
- Speaking at conferences
- Side gigs

From a Director:

“Many digital positions used to be junior and didn’t have opportunities for growth and advancement. Retention was low. No raises and promotions to keep people. Lack of commitment to staff development in the digital space. Most people moved laterally every two years **just to get a raise.**”

Building Growing Nurturing

- Hiring the right people
- Moving the organization forward
- Sustaining a strong digital team.

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Understand what digital does and where it fits

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It was:

A bunch of tactics. In isolation.

It is:

A strategy that serves the whole purpose of the organization.

How:

Leadership. Integration. Good Systems and Communication.

overview

The survey tea
leaves

In the state of digital teams
today, there is:

- Lots of hiring
- Lots of competition
- Lots of turnover
- Lots of thinking your org
doesn't do a great job at
diversity, equity and inclusion

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overview

The main message

Your Need to Knows Regarding Investing in Digital Talent:

- Understand the role of digital within your org
- Determine what skills and competencies you need now, and be ready to circle back and modify them next year
- How folks work matters as much as their output
- Invest in your talent

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Q&A



resources

<https://shwca.se/congressdigitalteams>

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THANK YOU!

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