PROGRAM DIRECTOR

CREATED February 28, 2025

BY Children's Miracle Network User

ABOUT THIS SUCCESS PROFILE

The Success Profile represents Korn Ferry's combined perspective on what is required for success in a role. The content is based on our combined empirical research, science, subject matter expertise and experience, and data from across the firm combining everything we know about work, roles, job size, people, behavior, performance and reward.

ACCOUNTABILITY

RESPONSIBILITIES

Responsibilities are the combined tasks and duties that must be performed to reach the results in a role successfully. A Success Profile contains descriptions of the most important responsibilities.

CAPABILITY

BEHAVIORAL COMPETENCIES

Behavioral Competencies are observable behaviors and skills that matter most for success at work. Examples include Customer Focus, Drives Results and Collaborates. These behavior patterns enable employees to make a meaningful impact.

SKILLS

Skills are applied or practical knowledge and skills needed for effective technical performance in specific roles, groups of roles, or functions.

EDUCATION

Education is the level of general education typically found in people performing a given role. Note that a specific education level is not normally a 'pre-requisite' and should not be used to discount potential job-holders who have a lower level of education.

EXPERIENCE

General and Managerial Experience is the number of years' work experience typically needed to succeed in a role, in terms of a person's overall work experience and their experience in a managerial role. Years' experience is provided as a guide only and does not preclude application from those with more or fewer years' experience.

IDENTITY

TRAITS

Traits are personality characteristics that exert a strong influence on behavior. These include attitudes, such as optimism, and other natural leanings, such as social astuteness.

DRIVERS

Drivers are the preferences, values, and motivations that influence a person's career aspirations. They lie at the heart of critical questions: What is important to me? What do I find rewarding?

COGNITIVE ABILITIES

Abilities that help people to learn, reason, and solve problems. These include verbal, numerical, checking, and logical abilities.

SUMMARY

ROLE SUMMARY

Manage and oversee the planning, organizing, and implementing of fundraising activities and events, aiming to raise funds and awareness for the organization, build relationships with supporters and sponsors, and promote its mission to the community. Manage and supervise staff and volunteers involved in community fundraising activities and manage the budgets.

GRADE

16
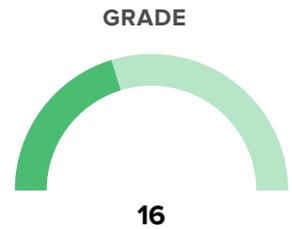
Profile type	◎ Custom
Job Code	MISC
Level	Front Line Manager
Sublevel	Manager of Operational Staff
Function	Charity/NGO
Subfunction	Fundraising

TOP RESPONSIBILITIES | ACCOUNTABILITY

- ✔ Fundraising Management
- ✔ Leadership and Direction
- ✔ Marketing

TOP SKILLS | CAPABILITY

Top Behavioral Competencies

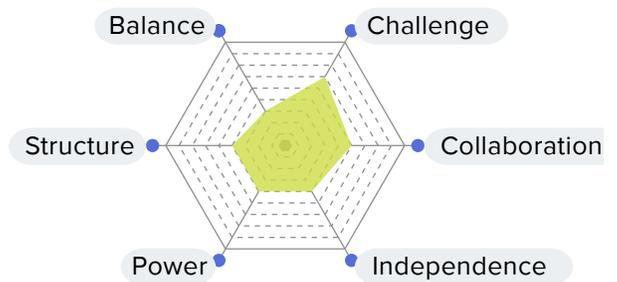Plans and Aligns

Drives Results

Communicates Effectively

Top Skills

Planning and Organizing

Verbal Communication

Policy and procedures

TOP PERSONALITY TRAITS | IDENTITY

- ◆ Adaptability
- ◆ Tolerance of Ambiguity
- ◆ Need for Achievement
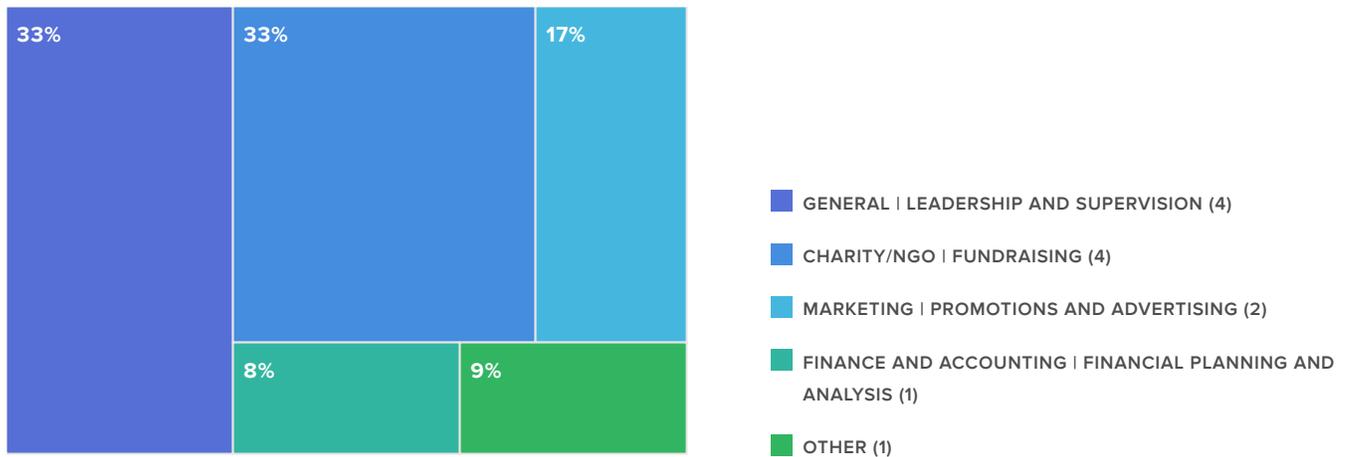
TOP DRIVERS | IDENTITY

ACCOUNTABILITY

RESPONSIBILITIES

Responsibilities are the combined tasks and duties that must be performed to reach the results in a role successfully. A Success Profile contains descriptions of the most important responsibilities.

PERCENTAGE OF RESPONSIBILITIES IN THE SP SHOWN BY FUNCTION/SUBFUNCTION

- GENERAL | LEADERSHIP AND SUPERVISION (4)
- CHARITY/NGO | FUNDRAISING (4)
- MARKETING | PROMOTIONS AND ADVERTISING (2)
- FINANCE AND ACCOUNTING | FINANCIAL PLANNING AND ANALYSIS (1)
- OTHER (1)

RESPONSIBILITIES

Fundraising Management | CHARITY/NGO | FUNDRAISING

Create and deliver a complex process dedicated to expanding fundraising efforts and reaching set goals.

Leadership and Direction | GENERAL | LEADERSHIP AND SUPERVISION

Communicate the local action plan; explain how this relates to the function's strategy and action plan and to the broader organization's mission and vision; motivate people to achieve local business goals.

Marketing | MARKETING | GENERAL

Execute a marketing plan for a particular product, service, or specialty area while working within established marketing systems.

Events Development and Design | MARKETING | PROMOTIONS AND ADVERTISING

Work with marketing and sales teams to generate new ideas and topics for conferences and events; develop detailed proposals and business cases that support company marketing plans.

Events Planning and Delivery | MARKETING | PROMOTIONS AND ADVERTISING

Plan and deliver smaller events to ensure that the events are produced according to schedule, within budget, and meet all deadlines, and work closely with, and coordinate activities of, all other parties involved in the design, development, sales, marketing, and delivery of the events.

Budgeting | FINANCE AND ACCOUNTING | FINANCIAL PLANNING AND ANALYSIS

Deliver a budget for an area of the organization or conduct complex analyses on budget progress in other areas of the organization.

Fundraising Volunteer Management | CHARITY/NGO | FUNDRAISING

Manage a small team responsible for coordinating fundraising volunteers across various campaigns.

Corporate Sponsor Identification | CHARITY/NGO | FUNDRAISING

Guide a complex area or process on corporate sponsorship identification.

Donor Identification | CHARITY/NGO | FUNDRAISING

Deliver extensive donor identification and research for larger fundraising campaigns.

Performance Management | GENERAL | LEADERSHIP AND SUPERVISION

Respond to personal objectives and use performance management systems to improve personal performance; or monitor the performance of the team, allocate work and review completion, take appropriate corrective action to ensure timeliness and quality, and contribute to formal individual performance management and appraisal.

Organizational Capability Building | GENERAL | LEADERSHIP AND SUPERVISION

Provide coaching to team members to develop their skills.

Work Scheduling and Allocation | GENERAL | LEADERSHIP AND SUPERVISION

Develop short- or medium-term work schedules in order to achieve planned commitments. Approve overtime or use additional resources as needed.

⚛ CAPABILITY

Capability incorporates the different skills, behaviors, and competencies that matter most for success at work.

Skills

This role must be proficient in...

BEHAVIORAL COMPETENCIES

Plans and Aligns

Plans and prioritizes work to meet commitments aligned with organizational goals. For example, strengthens alignment and coordination between own work and others', providing well-sequenced activities and exact time frames. Foresees and resolves many potential bottlenecks and delays.

Drives Results

Consistently achieves results, even under tough circumstances. For example, holds self to high standards of performance; sets some challenging goals; wants to achieve meaningful results; pursues initiatives/efforts to successful completion and closure. Focuses on key goals, even during setbacks and obstacles.

Communicates Effectively

Develops and delivers multi-mode communications that convey a clear understanding of the unique needs of different audiences. For example, disseminates knowledge, insights, and updates in a polished, precise, and compelling manner. Demonstrates a deep interest in others' comments. Creates rich documents and reports.

Decision Quality

Makes good and timely decisions that keep the organization moving forward. For example, knows when to act independently and when to escalate issues. Integrates various inputs, decision criteria, and trade-offs to make effective decisions. Typically makes good independent decisions.

Cultivates Innovation

Creates new and better ways for the organization to be successful. For example, offers creative ideas, finds unique connections between previously unrelated elements. Actively encourages and supports others' creativity; builds upon and strengthens new solutions in a positive and collaborative manner.

Ensures Accountability

Holds self and others accountable to meet commitments. For example, accepts responsibility for own work, both successes and failures. Handles fair share and does not make excuses for problems. Usually meets commitments to others.

Business Insight

Applies knowledge of business and the marketplace to advance the organization's goals. For example, shows considerable business insight, beyond the fundamentals. Asks probing questions and draws on a variety of sources to gain insight and to explore business drivers or industry trends.

SKILLS

Planning and Organizing

Works with full competence to plan, organize, prioritize and oversee activities to efficiently meet objectives. Typically works without supervision and may provide technical guidance.

Process Documentation , Process Mapping , Strategic Resource Management , Task Prioritization , Workflow Optimization

Verbal Communication

Works with full competence to express ideas, request actions, formulate plans, & policies by means of clear and effective verbal communications. Typically works without supervision and may provide technical guidance.

Interpersonal Communication

Policy and procedures

Works with full competence to monitor, interpret and understand policies and procedures and ensure their alignment with organizational strategies and work objectives. Typically works without supervision and may provide technical guidance.

Policy Analysis , Policy Management , Standard Operating Procedure (SOP)

Flexibility

Works with full competence to change actions or plans at short notice. Typically works without supervision and may provide technical guidance.

Cognitive Stimulation

Calendar and Scheduling

Works with full competence to utilize calendar and scheduling tools. Typically works without supervision and may provide technical guidance.

Appointment Scheduling , Calendar and Scheduling Software

Project Management

Works with full competence to plan and manage small project work assignments within desired cost, time and quality parameters. Typically works without supervision and may provide technical guidance.

Change Order Management , Critical Path Method (CPM) , Microsoft SharePoint , Oracle Primavera P6 Enterprise Portfolio Project Management , Project change log/register , Project change management plan , Project charter , Project management plan , Project requirements management plan , Project requirements verification plan , Project resource management plan , Project schedule , Project schedule baseline , Project scope statement

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Workflow Management

Works with full competence to orient work in a workflow to plan, organize, and execute the steps it takes to achieve higher efficiencies. Typically works without supervision and may provide technical guidance.

CSC Automated Work Distributor (AWD) , Kanban board (workflow management) , Workflow management , Workflow Optimization

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Cultural Awareness

Works with full competence to understand, communicate and effectively interact with people across cultures. Typically works without supervision and may provide technical guidance.

Cultural Competence , Cultural Competency in Service Delivery , Cultural Diversity , Culture Transformation

Understands the Buying Process

Works with full competence to effectively align the client's sales process with the organization's sales process, incorporating key influencers and sales team members when appropriate. Typically works without supervision and may provide technical guidance.

Determines partnership market perception , Manages customer/org process alignment , Manages customer/org team alignment , Understands customer processes

Project Resource Planning and Control

Works with full competence to identify, acquire, and manage the resources (physical and human) for the project. Typically works without supervision and may provide technical guidance.

Estimating , Project resource management plan , RACI matrix , RASCI matrix

Creative Problem Solving

Works with full competence to find practical solutions for unexpected client problems. Typically works without supervision and may provide technical guidance.

Alternatives generation

Customer and Market Analysis

Works with full competence to analyze and research customer and market conditions and facts in order to develop a full and comprehensive understanding of the customer and its market to enable maximum returns. Typically works without supervision and may provide technical guidance.

Analytics and Reporting , Audience Research and Insights , Brand Perception Analysis , Competitive Analysis , Consumer Insights Research

Commercial Acumen

Works with full competence to use understanding of the business environment and objectives in developing solutions. Typically works without supervision and may provide technical guidance.

Budget Management for Commercial Projects , Contract Negotiation and Management , Cost-Benefit Analysis (CBA) , Financial Analysis for Business Decision-Making

Project Schedule Management

Works with full competence to identify, sequence, and resource project schedules for timely completion. Typically works without supervision and may provide technical guidance.

Atlassian Confluence , Burndown charts , Burnup charts , Critical chain , Critical path analysis , Estimating , Gantt chart , Microsoft SharePoint , Milestone chart , Oracle Primavera P6 Enterprise Portfolio Project Management , Precedence diagram , Precedence diagramming method , Project schedule , Project schedule baseline , Project schedule management plan , Resource leveling , Resource loading , Rolling wave planning , Schedule variance analysis , Slack , Task relationship logic , Theory of constraints , Work breakdown structure , Work in progress (WIP) limits

Work Scheduling

Works with full competence to ensure the optimum scheduling of work and material resources to meet planned performance targets. Typically works without supervision and may provide technical guidance.

Employee Scheduling Software , Labor Management , Master Scheduling Software , Operations Scheduling Software , Planning & Scheduling

Experience & Education

Education is the level of general education typically found in people performing a given role. Note that a specific education level is not normally a 'pre-requisite' and should not be used to discount potential job-holders who have a lower level of education.

General and Managerial Experience is the number of years' work experience typically needed to succeed in a role, in terms of a person's overall work experience and their experience in a managerial role. Years' experience is provided as a guide only and does not preclude application from those with more or less fewer years' experience.

EDUCATION

🎓 **General Education**

Bachelor's Degree or Equivalent Level

EXPERIENCE

🍃 **General Experience**

Experienced practitioner able to work unsupervised (13 months to 3 years)

Managerial Experience

Experience of supervising and directing people and other resources to achieve specific end results within limited timeframes (13 months to 3 years)

IDENTITY

Identity captures the traits, values, and motives that shape people, teams, and organizations.

Personality Traits

Traits are personality characteristics that exert a strong influence on behavior. These include attitudes, such as optimism, and other natural leanings, such as social astuteness.

◆ **Adaptability**

Comfort with unanticipated changes of direction or approach.

◆ **Tolerance of Ambiguity**

Comfort with uncertain, vague, or contradictory information that prevents a clear understanding or direction.

◆ **Need for Achievement**

A tendency to work intensely to achieve and exceed difficult standards.

◆ **Sociability**

The natural inclination to engage with and interact with others.

◆ **Persistence**

A tendency toward passionate and steadfast pursuit of long-term goals, in spite of obstacles, discouragement, or distraction.

◆ **Openness to Differences**

A desire to consider and explore differences in perspective, thought, and experience of persons from a variety of backgrounds.

◆ **Curiosity**

The extent to which a person is likely to tackle problems in a novel way, see patterns in complex information, and pursue deep understanding.

◆ **Composure**

The ability to stay calm and poised in stressful, difficult, or ambiguous situations.

Drivers

Drivers are the preferences, values, and motivations that influence a person's career aspirations. They lie at the heart of critical questions: What is important to me? What do I find rewarding?
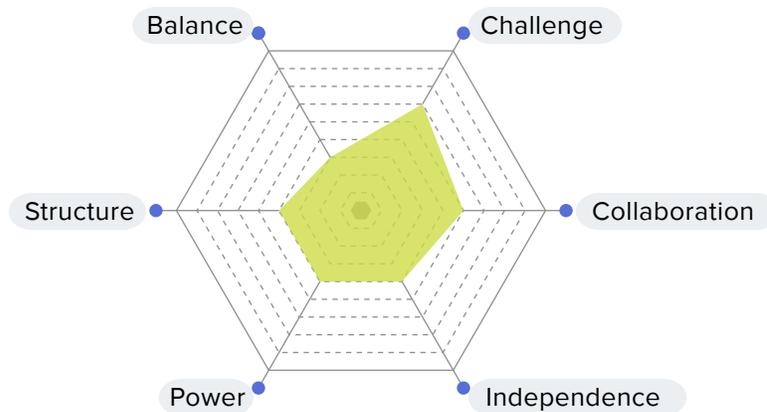
Challenge

Motivated by achievement in the face of tough obstacles.

Collaboration

A preference for work-related interdependence, group decision making, and pursuing shared goals.

Power

Motivated to seek influence, recognition, and increasing levels of responsibility.

Independence

Prefers an entrepreneurial approach and limited organizational constraints.

Structure

A preference for process-oriented, structured, and stable work environments.

Balance

Motivated to integrate work and life in a sustainable, enjoyable, and meaningful way.

Cognitive Abilities

Abilities that help people to learn, reason, and solve problems. These include verbal, numerical, checking, and logical abilities.

Numerical

Elements Numerical measures the ability to reason with numerical information and data. This is important for working with budgets or analyzing business data.

✅ RECOMMENDED

Verbal

Elements Verbal measures the ability to interpret verbal information and reach correct conclusions. This is important for understanding business information and report writing.

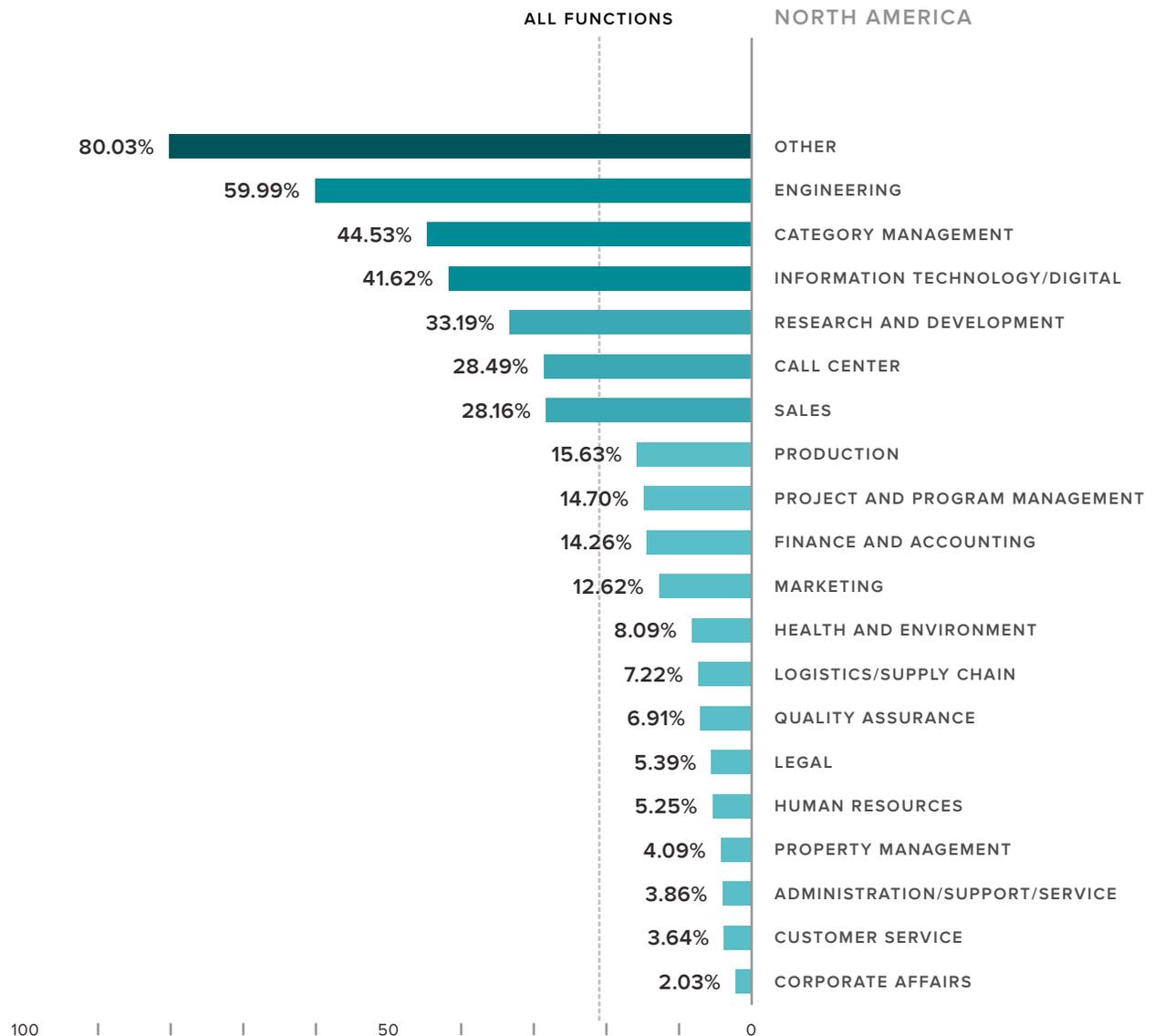✅ RECOMMENDED

Logical

Elements Logical measures the ability to analyze abstract information and apply this to determine outcomes and patterns, such as completing sequences of shapes. This is used in a variety of roles requiring complex problem-solving (e.g. IT, engineering and scientists), as well as 'culture-free' input to measuring potential.

✅ OPTIONAL

MARKET INSIGHTS

Candidate Scarcity

Knowing the relative scarcity of candidates in your region by function can inform workforce design and talent acquisition decisions, such as where to locate a position or how to fill it (for example, consider promoting from within). Change the location field to view data for another region.

ALL FUNCTIONS		NORTH AMERICA
80.03%		OTHER
59.99%		ENGINEERING
44.53%		CATEGORY MANAGEMENT
41.62%		INFORMATION TECHNOLOGY/DIGITAL
33.19%		RESEARCH AND DEVELOPMENT
28.49%		CALL CENTER
28.16%		SALES
15.63%		PRODUCTION
14.70%		PROJECT AND PROGRAM MANAGEMENT
14.26%		FINANCE AND ACCOUNTING
12.62%		MARKETING
8.09%		HEALTH AND ENVIRONMENT
7.22%		LOGISTICS/SUPPLY CHAIN
6.91%		QUALITY ASSURANCE
5.39%		LEGAL
5.25%		HUMAN RESOURCES
4.09%		PROPERTY MANAGEMENT
3.86%		ADMINISTRATION/SUPPORT/SERVICE
3.64%		CUSTOMER SERVICE
2.03%		CORPORATE AFFAIRS

100   50   0

Korn Ferry Pay Database

Top Competencies for Performance

Behavioral competencies are observable behaviors and skills that matter most for success at work.These behavior patterns enable employees to make a meaningful impact. Understanding how easy or difficult a competency is to develop can be a valuable input in talent acquisition and management decisions - if a candidate or employee exhibits a low level of a desirable competency, how easy or difficult will it be to develop? The skill level (or 'supply') indicates the relative scarcity of people that are proficient in a given competency (low: skill level in general is low: fewer people exhibit high scores in this competency; high: skill level in general is high: more people exhibit high scores in this competency.

COMPETENCIES	DIFFICULTY TO DEVELOP	SKILL CATEGORY & SUPPLY
Plans and Aligns *		MEDIUM
Drives Results *		HIGH
Communicates Effectively		MEDIUM
Decision Quality *		MEDIUM
Cultivates Innovation		LOW
Ensures Accountability *		HIGH
Business Insight		MEDIUM

* Indicates competency correlates more strongly with high performance.
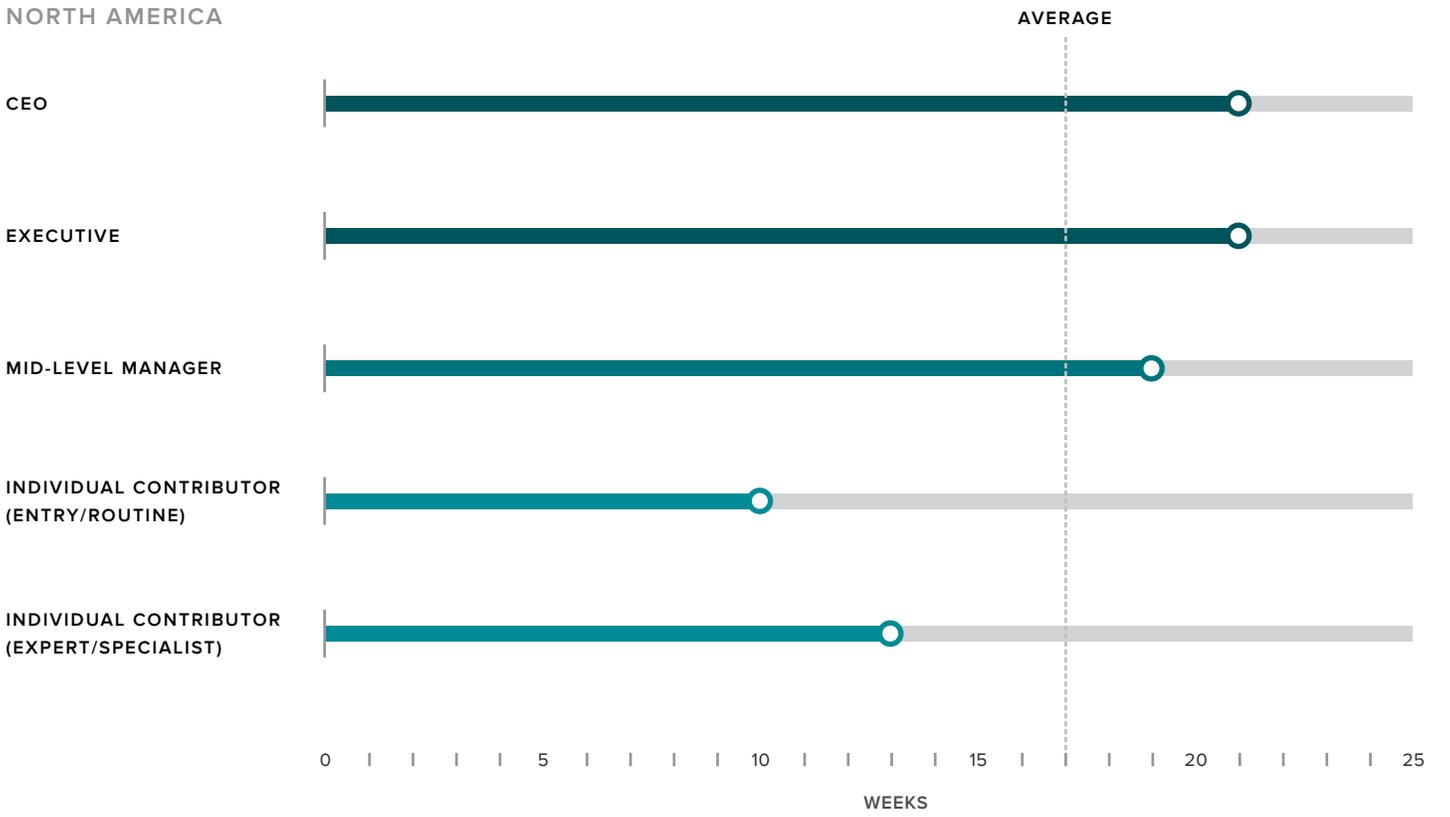
What does this mean?
Shows how difficult the competencies included in this Success Profile are to develop, as well as the skill rating and supply for level of this role. The competencies are sorted by importance to role. Competencies with an asterisk are in the top third of competencies most correlated with high performance for the Success Profile level selected.

Korn Ferry Leadership Architect™ global competency framework (2014 - 2017)

Time To Fill

Time to fill data can help you understand the length of time it might take to fill a position, once you initiate the recruitment process and post a job listing. The data will provide insights on the time necessary to fill different levels of role in different regions.

NORTH AMERICA

AVERAGE

CEO

EXECUTIVE

MID-LEVEL MANAGER

INDIVIDUAL CONTRIBUTOR
(ENTRY/ROUTINE)

INDIVIDUAL CONTRIBUTOR
(EXPERT/SPECIALIST)

0   5   10   15   20   25

WEEKS

Korn Ferry Foresight Database

LEARNING & DEVELOPMENT

The following development programs have been specifically selected for this role. After completing these development programs, learners will have a firmer grasp on the core competencies required to perform in the role, or develop their competencies and skills categories to excel in more leadership positions.

Communicating Up: Winning Strategies for Successful Executive Conversations

Getting face time with executives can be challenging. Getting your message across quickly to the executive in a clear, concise, and direct manner is where most people lose the game. Because our interactions with members of the C-suite and senior management can be limited, it is crucial that each conversation is professional and effective. Roll up your sleeves and get ready to practice and perfect demonstrated strategies and techniques for communicating effectively with top-level and senior executives.

BEHAVIORAL COMPETENCIES

Communicates Effectively

SKILLS

Verbal Communication

Correcting Performance Problems

Leaders need to be equipped with the skill and confidence to take prompt and constructive action when faced with performance problems. In this module, you'll learn a conversational approach to turn performance problems around and tap into the self-motivation and ownership required for lasting results. The success of these conversations is further enhanced by gaining an understanding of the dynamics of and strategies for responding to employee defensiveness, one of the most common roadblocks to employee change

BEHAVIORAL COMPETENCIES

Communicates Effectively, Drives Results, Ensures Accountability

Establishing a Business Mindset

Expert knowledge is prized in today's business environment. Without it, businesses cannot compete in the global marketplace. But in today's business world, deep technical knowledge is not enough—especially as you move up the ranks. Your technical knowledge must be complemented by business acumen— general knowledge of the "rules of engagement" in business.

BEHAVIORAL COMPETENCIES

Business Insight

SKILLS

Commercial Acumen

Making Sense of Complexity

Making Sense of Complexity focuses on the very nature of our working contexts today, arguing that the work we do is more complex than ever and that this complexity demands new approaches. Participants will learn how to recognize, diagnose, and respond appropriately to complex environments and situations in a highly interactive course setting. The course serves as an introduction and touch point to the rest of the courses in the program.

BEHAVIORAL COMPETENCIES

Business Insight, Cultivates Innovation, Decision Quality, Drives Results

Design Thinking for Results

Design Thinking for Results engages participants in a discussion about an iterative design process which bridges imagination and implementation to help organizations rapidly and incrementally address complex challenges, create value, and grow. Participants will explore the need for customer-focused thinking and learn that not all innovation involves product innovation. They will experience the value that innovating around processes and services can bring to an organization and discover how to implement a test-and-learn mentality that captures more value for the organization more quickly.

BEHAVIORAL COMPETENCIES

Cultivates Innovation, Drives Results

First-Line Essentials

The purpose of First-Line Essentials is to increase the organization's capability to deliver results by equipping managers with the core leadership skills needed to deliver results through the people who report to them. Modules include: Think Like a Leader, Coach Your Team, Get Results through Others, Engage People.

BEHAVIORAL COMPETENCIES

Drives Results, Ensures Accountability, Plans and Aligns

Clarifying Performance Expectations

Successful leaders know that clarifying expectations isn't a once-and-done or even a quarterly activity. Maintaining an open dialogue about how expectations and priorities evolve, and shift is critical in today's business climate. In this module, participants explore a flexible, collaborative approach for setting performance expectations and keeping them current and aligned with organizational priorities.

BEHAVIORAL COMPETENCIES

Ensures Accountability, Plans and Aligns

Fundamentals of Lean and Agile

Fundamentals of Lean and Agile provides a foundational exploration of what it means to be Lean and Agile. In this course, attendees not only learn the value and basics of Lean and Agile execution – they also learn many of the necessary "other" elements of any successful Lean and Agile environment. Curriculum includes overviews on Lean and Agile philosophy, myths and how they work together, overviews on both iterative and continuous delivery methods, overviews on Scrum and Kanban and overviews on how Lean and Agile work is generated, valued, sized and represented; all of which contribute to a clear understanding of the Lean and Agile universe in preparation for more advanced concepts and techniques.

SKILLS

Planning and Organizing, Project Management, Project Schedule Management

Fundamentals of DevOps

Fundamentals of DevOps provides new ways of thinking about how development and operations can work better together to deliver value to customers more quickly. It is expected that course participants already have a solid background in IT as well as strong knowledge of Agile, Lean, Systems Thinking, Kanban, Continuous Delivery, and related techniques and practices. This course builds on that knowledge and makes connections to the concept of DevOps. The key principles, components, and considerations of DevOps are explored. This course does not align to any formal body of knowledge for DevOps because one does not exist. This course is highly interactive, with almost half of the course time dedicated to exercises and discussions. While this course addresses the considerations for a DevOps implementation, this course does not focus on any particular tools and technologies needed to implement DevOps.

SKILLS

Project Schedule Management

Coaching for Conceptual Selling with Perspective

Conceptual Selling® Coaching presents a comprehensive strategy to drive deeper adoption of Conceptual Selling®. This program develops subject matter experts who can provide ongoing coaching and reinforcements in the correct application of tools and concepts toward customer-focused interactions, resulting in higher-quality information and actionable commitment from customers at the end of every sales meeting.

SKILLS

Understands the Buying Process

Conceptual Selling with Perspective

Every interaction with a customer is too important to leave to chance. Conceptual Selling® with Perspective helps salespeople better prepare for their time with customers. Understanding your customer's perspective is a key ingredient to moving deals and results in more purposeful meetings and win-win outcomes. This program provides the simple, repeatable structure that should be considered essential for anyone who interacts with customers.

SKILLS

Understands the Buying Process

Large Account Management Process

The Large Account Management Process, better known as LAMP®, is a customer-centric, business planning process for managing your relationships with your most significant accounts. This business planning process provides a road map for strategic customer relationships that have growth potential through the development of long-term plans to guide team selling and customer collaboration efforts.

SKILLS

Understands the Buying Process

Please contact your Korn Ferry Consultant to learn more.

ABOUT KORN FERRY

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

Business Advisors. Career Makers.

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