



Beyond Passion: Advice for Job Seekers from a Best-Selling Author and Nonprofit CEO Coach

Season 3, Episode 10

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Speaker 1:

Passion's critical. But as, as the book sort of implies by its title, it's, it's clearly not enough. So when I'm looking to bring somebody on, I'm really, really concerned about problem solving ability. It's one of the things that, it's a skill that almost every job and certainly small nonprofits require.

Speaker 2:

Welcome to Asking for Good a podcast for people who want to make a difference. Hear stories from seasoned nonprofit professionals and volunteers on how to begin or further a career in making the world a better place.

Speaker 3:

Hi, I'm Katie, er, a career fundraiser dedicated to making not-for-profit sector better.

Speaker 4:

Today, our guest is one of our most exciting guests for a lot of reasons. First of all, David Road is the founder of dot.org where he mentors nonprofit CEOs. He helps them scale and grow their capacity and impact. He's a nonprofit founder. He created a global organization that he ran for almost 15 years, and his career started though in the for-profit sector. He worked for blue chip companies like Proctor and Gamble and HG Hines. David is a Wharton MBA, and he is currently teaching non-profit branding and nonprofit consulting at the University of Pennsylvania. His latest project is kind of what brought us together, and it's this book that he's authored called Passion Isn't Enough, A practical Guide for Not-for-Profit Leaders. We've got a lot to talk about. So let's get David on here. Welcome, David.

Speaker 1:

Katie, so great to be with you. Thanks so much for having me.

Speaker 4:

I'm thrilled because your breadth of knowledge is across every practical part of the nonprofit organization and how it works. So one of the key differences that we think about when people are starting their journey in the nonprofit sector to find that first job is, you know, which organization should I work for? And a discussion you and I have had before is the difference in size of nonprofits. So why don't you talk to me about some differences you see in a smaller nonprofits, say less than a million dollars in annual revenue versus larger nonprofits and what someone who's looking for their first job may wanna think about and consider when they think about the size of the organization they wanna work with.

Speaker 1:

That's a great question. I mean, the, the stats say that roughly 92% of the nonprofit organizations have budgets of a million dollars or less. So, you know, if you're going to more one of those organizations that's roughly on that, that size, then you're talking about joining a a relatively small team, maybe there's four or five staff members. And, and just by a function of that, your job's gonna be a little bit less defined. You may be asked to, you may have a job title, you may have a job description, but on a day-to-day basis, you might be doing things that are very different from that. And that is just the nature of a small team and sort of an all hands on deck kind of a situation. So I think that that's one of the considerations there. There's the other consideration that smaller organizations typically are a little bit less formal in terms of training and onboarding.

Speaker 1:

And so you might just, you might come on board and they might point you to your desk and, and then you start working. Versus in a bigger organization, you might find yourself in, in a, in a much more structured environment where there's a team, you're in a department, you might have a direct supervisor, there might be established ways of doing things and, and you might get to learn from the pros a little bit more versus being on your own. I think the only other thing I would say on the very big versus smaller organization is sometimes the brand name of the organization matters. If you join a well established organization, that's gonna mean something on your resume moving forward. And I do think that that in and of itself can open doors irrespective of the type of work you do in the organization. So if it's a really well-regarded organization, bigger sometimes there's value in starting your career there because that could theoretically give you more options down the road.

Speaker 4:

That's exactly what I've experienced in my own career. I know starting at smaller nonprofits, as you say, you may have a job description, but you just get called in for everything. And what I noticed in that situation, if you harness your work and you really think about your own career path, you have a lot of opportunities to try new things and to dabble across the organization that, you know, maybe in a more structured larger organization, you might not be able to do.

Speaker 1:

Yeah, for sure. I think that that the ability to be a generalist and, and to try new things, I think is a function of that smaller organization where you're, you're right, you, if you show some, some wherewithal and some initiative, you're gonna get a chance to do things and you could, you could, even if you're on operations or programming, you could get exposure to fundraising or get exposure to other things or vice versa because they need more people. And, and there's more ways for that to happen. If you're in a department where there's 10 professionals working on, on the fundraising side and you're outside of fundraising, well, why would they bring somebody else in? They, they already have a lot of people doing that. So I do think that for somebody that wants to get exposure to a lot of different areas that a small nonprofit might offer that to them just for the reasons that you're saying.

Speaker 4:

One part of your book speaks directly to hiring and hiring managers, and you list four different areas that managers should focus on when they're interviewing. And I'd love for you to go into that. And as our job seekers that are listening are, are considering their own candidacy, think about, you know, how you relate to these four pillars.

Speaker 1:

Yeah, well, I think when I'm talking to somebody and, and I want to hire them, I mean, it's a really, it's, it's, it's a challenge. And frankly, many nonprofit leaders don't have a lot of hiring experience. And so this is a big, this is a big challenge slash risk for them because they're, they're so concerned about doing things the right way. One of the things that my book does really well, I think is give people a lot of additional resources, a lot of other perspectives. One of the, and at the end of each chapter, there's actionable next steps. One of the tools that is in the chapter about building your team is somebody Brooke Ritchie Babbage has a, a hiring rubric, which she refers to in one of her podcasts. And there's actually a link to that, a QR code for that in the book.

Speaker 1:

So that's something that people can take advantage of. But from my perspective, I wanna look at first and foremost, how do they come to me and, and the organization that I'm leading? And so what I want to see is what level of connectivity they have around this. The mission slash passion, you know, is, is there a true, genuine, authentic reason why they showed up for the organization that's dealing with animal rights or the homeless population, or literacy or whatever, or, or they just need a job. And I, I, I think it's important to, to, to find that out and, and make sure that that's real. Because if there's a true connection, I think that that's, that is a formula for some that might be willing to stay longer with the organization. There's intrinsic value to being involved with an organization that means something to you personally, because the reality is the nonprofit sector doesn't typically pay top of the market. So if, if you're in a situation where there's no connection to the mission, then that person could easily leave for any other job at any other time. So I do wanna, I do wanna really get a handle on passion as a starting point, making sure that there's a, a plausible story there.

Speaker 4:

And I'll add in, I've had people submit cover letters where they only talk about their passion. So that's a, a red flag for me because they're not telling us the skills they have or the work that they wanna accomplish with us. So balancing to make sure you show your passion and also show these other three areas that you're about to talk about.

Speaker 1:

Yeah, for sure. I mean, passion's critical, but as, as the book sort of implies by its title, it's, it's clearly not enough. So when I'm looking to bring somebody on, I'm really, really concerned about problem solving ability. It's one of the things that, it's a skill that almost every job and certainly small nonprofits require things don't go to plan all that often. And how agile and how, how smart are your people and how have they done at solving problems in the past? And I think back somewhat scarily to the time where I was being interviewed for my very first job out of college, which was with Procter and Gamble. And they asked me this question about, tell me about a time when you solved a problem, blah, blah, blah. And I gave them an example. I was feeling really good to myself about myself, and then they said, well, give me another example.

Speaker 1:

And then I gave them a second example, and then they said, well, give me a third example. Oh no, <laugh>. And that's, and that's when things got, things got a little sticky at that point. But the point is, what we want to look for as somebody doing the hiring or as somebody who's being interviewed is think about more than one example. How would you answer that situation? Because if you can demonstrate

more than one example, then you're showing a pattern of behavior, you're showing that you have this ability and you've done it time and time again. So I think as it relates to problem solving, that's something I really want to get a sense for. And one of the other things is reliability. When you are running a small business, when one person doesn't show up for work on a consistent basis, that hurts the team, and that makes things really complicated.

Speaker 1:

There's there's an expression in sports where the best ability is availability. And, you know, the, the, in the work situations, you gotta come through that door on time, you know, all the time. And, and I want to know that. And so I, I would typically ask candidates, how would friends or previous coworkers describe you? And I want to hear what those adjectives look and feel like. And I would love for reliable or dependable to be one of those things. Sure, I want somebody that's fun and sure, I want somebody who's this, but I need them to show up in order for them to have a positive impact on the organization.

Speaker 4:

Well, I don't wanna get too far into sports, and you can correct me if I'm wrong, but I think on a baseball team, the person who can reliably get on base is far more sought after than the one who can like randomly hit a homer,

Speaker 1:

Right? You want consistency, you want, you want team member, and that's fine. Example. Thank you, Katie. So like the fact that you want people that are dependable in all elements of their game, you know, you don't want someone who does something really well one day and then it's kind of out to lunch the next for, for weeks on end. You want somebody that's gonna give you a high level of effort, a high level of performance on a consistent basis, and however you can bring up the that topic, I think that's, that's really helpful. One other thing that, you know, it's not that common to get references anymore you know, people don't always go on record for how they feel about a person, but LinkedIn gives you that opportunity more so than other venues. You can get recommendations through LinkedIn and it's very common, and I think it's something that's really worth pursuing.

Speaker 1:

And or if you're willing to get a reference that some of you can speak to that can talk about this person's prior work experience and, and what kind of teammate were they? You know, you always want to, if you're thinking about a reference, is this, how relevant is it? Is it similar work? Is it from a recent work experience? Is it from a reputable company? So all of those things might go into how much you are trying to offer up the references, but I think whenever you get the chance to talk to somebody else about a candidate, it increases your confidence that you're, you're getting good information.

Speaker 4:

In your book, you also highlight several ideas from other nonprofit leaders, and two of the people in this section about hiring, talked about looking for people who are entrepreneurial and looking for people who are able to connect with others. I know that you work with students often. Do you see these qualities in the students that you're working with today?

Speaker 1:

Well, in, in general, I think those two references and those two individuals highlight some interesting elements of the hiring world. Sometimes we get really narrowly focused on this person and this particular skill. How good are they at doing X and y and z? A lot of times we can teach people specific skills or how to use a specific system that we might have. What is less easy to teach is somebody's sort of the core characteristics and, and what they bring, what their, what their real self is all about. And you know, when, when LaVonte was talking about bringing people into his organization, he was really worried about how they were gonna work with the coaches and the kids that his organization served and how they were gonna get along with other members of their team. So a lot of times what he wanted to see is could he bring somebody in for a couple of days and almost, you know, visualize and see what they were like, how do they get along with other people?

Speaker 1:

Is it somebody that people are gonna like working with? Again, think about the fact that it's a really small team. You're not, you're not in the Pentagon here with tens of thousands of employees. There's four or five people in a small office, right? Everybody needs to get along. So that was one element. And then Rich Berlin talked about sort of the culture of his organization and the kind of people he was looking to bring in. And again, focusing on the fact that looking for people that are really quick learners and people that have a certain set, certain, like an energy to them, you can teach them the specifics of, of your organization, but it's really hard to find people if they don't have that energy, you're, you're not gonna be able to inject that into them. So if, if whatever the culture of your particular organization is, sometimes we get a little too focused on skills and we don't really look at the culture and the fit. And both of those individuals are really concerned about fit and things of that nature. And I think that's really wise.

Speaker 4:

Yeah, and I think as a, as a candidate, you wanna be thinking about that throughout the interview process. You know, do I see myself here? Do I think I could work with these folks every day? Could I problem solve with them? That kind of thing.

Speaker 1:

Yeah, I mean, you're, you're a young person coming into an office. Maybe you're, if this is your first job, what is the demographic of the individuals that are there? Are they people that you could relate to in some way, shape, or form? I think it's important to try to talk to and spend time with other people because again, if it's a, you know, whatever the work situation is, even if you're hired by the CEO, you're not working with them all that often. You're most likely working with other members of the team, even though the hiring decision is made by the chief executive in a lot of situations. So I do think you wanna get a feel for who else is there and, and how you connect with them.

Speaker 4:

To wrap this section up, when we talk about what hiring managers are looking for, they're looking for passion, reliability, ability to problem solve, having several examples of ability to problem solve at the ready for your interview process. And finally having references ready and even getting those ahead of time on LinkedIn is a great way to get started there. When you talk about hiring managers, having a little bit of a lack of experience in hiring that you've seen this in the nonprofit space, I think this probably directly connects also to the creation of job descriptions. You suggest creating every job description

from the ground up. And so I'm wondering about how job seekers can use the interview process to determine if the job description and the role the organization is hiring for really are aligned.

Speaker 1:

Aligned, right? I mean, you see a job description, sometimes you wonder how many people they're trying to hire to fill this one job. They're, they want the person to do 27 things. And I think it can be very intimidating. When I think about job descriptions or if I was coming into an organization, I would want to know a few things. One, is this job, a new job within the organization? So if, if somebody has done this job many, many times before, the likelihood that they understand what success would look like for that person, it's high because somebody's done this role before. And the job description would be based on that experience. If the job is new, they might be imagining what the job would be like, but there's less likelihood that that job description's going to be as accurate. And if it is a new job, I would be curious as to why did they feel like adding this role was important to the organization?

Speaker 1:

What problem is this filling for the organization? Because that's very valuable information as well. So I like to ask those questions. And the second thing is, especially when you see this laundry list of all the responsibilities and all the things, you'd be responsible, whatever, then I would want to know as somebody coming in, what are the one or two things that you're gonna evaluate me based on? What is success gonna look like at the end of the day? I understand I'll be responsible for a bunch of other things, but when you, when you are hiring for someone, you must have something specific in mind that you want them to be really good at. And I would wanna start getting to the bottom of that as early as possible, obviously before I take the job, because you don't want to get surprised later and realize you thought you were gonna do these, these nine or 10 things, but really all they wanted you to do is this one or two things. And it's okay if it's that's the case, but you should know that information early in the process. And I would want to know what success looks like for somebody filling that role.

Speaker 4:

Yeah, that's a great question, a great set of questions to ask about that. And as you were answering, I was thinking about different times in my career path where I've seen job descriptions and it's almost like they're written for the ideal state of the organization five years from now. So the questions that you have just posed here, I think really help, will help job seekers get to the crux of the matter of the, of the work that's really at hand.

Speaker 1:

Yeah, I mean, job descriptions are necessary. Well first of all, don't assume there is a job description. So I think, I think that that is maybe a red flag if you're being hired for something. You say, I would love to see what the job description is. And they go, well, it's, it's, and they start describing it, but they're, they haven't really put their best thinking down on paper. And I think some, I think there's just merit to that and it shows a level of seriousness. If somebody's willing to create a job description, something that, you know, when you're hired, you go fall back on that and say, well, this is what I was hired to do. And an expectation that your performance measurement 6, 9, 12, 18 months down the road is gonna be based on what they brought you in to do. If that's all kind of loosey goosey in an interview process, then that's, that's not a great sign.

Speaker 4:

Yeah, and you know, maybe figuring out in the interview process when your first evaluation is going to be 30, 60, 90 day mark, is it at the one year mark, so you can always kind of be in constant conversation about the job description and then the goals of your work.

Speaker 1:

You're right, Katie, and not every organization has performance measurement that high up, you know, that's sometimes organizations are a little bit informal and it can be daunting if you have clear expectations about what performance measurement gonna look like and you say, well, how frequently are people, you know, evaluate and you should get an answer to that question. Well, when somebody comes on, we sit down after 30 days and we, we kind of make sure things are on track and get an, and then we put together a very clear next 12 months, and you wanna just get a sense that they have a vision for how performance measurement is gonna go. Whatever their approach is is fine, but there should be one that should be consistent across the organization, not just specific for you. And, and you should get confidence if you know that they have, you know, they're putting time and effort against performance measurement for each employee.

Speaker 4:

So let's talk about fundraising. I know that you've been a frontline fundraiser and it's a, a field that is only growing. And aside from reading the chapters, chapters three and four in your book, which I suggest our listeners do, what do you think people who have never done fundraising before can do to break into the field?

Speaker 1:

Fundraising is not necessarily just professional fundraising. We fundraise all the time. We, we have lemonade stands when we're kids. We have bake sales, we run a 5K and we have people, you support us so that we can support the cause that the race is for. So we, we do fundraising maybe in ways that we don't even are aware of if we hadn't given it some thought. So I do think if we look back into our own history, there might be moments where we've been a fundraiser, even if it's not in the traditional grant writing or major gifts situation. So, and if you haven't done those things, you can start doing those things. If you envision yourself as a fundraiser, then you can put yourself out there in certain situations where you can get experience and can have a story and can have results that you can point to.

Speaker 1:

So fundraising is sort of the centerpiece of, of most organizations and frankly, it's, it's the most portable set of skills you could have as somebody in the nonprofit sector. If you can raise money, you're not gonna be on the streets for law. Yeah. As, as, as somebody. So, you know, every organization is looking for more money. And I think that that's, that's something that you can really, really lean into. I think one of the pieces of that puzzle is really just being a good communicator. You need to be a good listener, you need to be a good public speaker. You need to be able to represent not just yourself but the organization. So if there have been times where you have been really exceptionally good at, whether it was debate or, or public speaking or or, or team, project, whatever you can point to, I'm a good communicator and I've demonstrated this many times in the past and I, I know that I could bring those skills to fundraising because really fundraising is about relationships and, and connecting with people. And I have, I do that really well. So I think even if you haven't fundraised, you can create a story for yourself, which is plausible. And I think that that young candidates can do that.

Speaker 4:

Yeah, I really like that. And I was thinking about all the different ways nonprofits have the chance to do peer-to-peer fundraising from donating your birthday to putting out on social media, the, the call to support an organization, aside from getting the technical experience, you're also getting to know what it feels like to do that type of communication, which would put you ahead of other candidates who maybe hadn't shown that initiative to do it on their own.

Speaker 1:

You're right. And, and people can do this thing. They, they normally have done something along those lines in the past and showing how they can motivate others to get behind them to support a cause that's fundraising.

Speaker 4:

Exactly. As we talk about people with, at the beginning of their career, where do you think is the best place for them to enter the sector? Maybe they're fresh out of school and looking for their first job. Where could they have the most impact in the nonprofit sector?

Speaker 1:

Well, we talked about fundraising a little bit, and that's certainly something that people should remain open to, but two areas that I've observed and there are two pieces of the book. There's, there's a chapter on AI and how organizations are integrating AI into their work environment. If you think about somebody who's younger coming into an organization, technology is something that is, comes very naturally to them. And sometimes people that are in more of a leadership position in the nonprofit organizations may be a little bit more technology resistant. So they can bring an ease and a comfort and experiences as it relates to AI that could be valuable in a lot of different areas for the organization. The other piece is around social media. Almost all nonprofit organizations have a social media presence. And most of those organizations could use a lot of help there.

Speaker 1:

Their, their stuff isn't good, it doesn't involve video, it's not fun and engaging. So if you're somebody who's younger and is grown up on social media, then you can bring a real natural ability into how an organization shows up for its community on the social media side of things. So I think those are two ways in that are not gonna feel scary to somebody that's entering the market. And even if it's not the only aspects of the job that they are asked to take on, they can certainly, and we talked about this earlier in our conversation, maybe they suggest, Hey, I'd really be happy to help out on, and then all of a sudden they can find themselves taking on additional responsibility and showing additional value to the organization because they can help on social media or they have ideas about AI could be used to help in, in various aspects of the work that the organization's doing.

Speaker 4:

I couldn't agree more. And today is the day that the Supreme Court is handing down the ban on TikTok. And that's another element of the social media piece is the idea that you can be nimble to, to learn new platforms quickly. That ability to adapt is something that will serve you well throughout your nonprofit career as well.

Speaker 1:

No, technology keeps changing all the time. I mean, there's different platforms, there's different, there's different ways of fundraising. A lot of it is, you know, every CRM is technology driven, so helping the organization use and manage its database, all of these skills are really, really critical. And I think that if you can, if you're comfortable around technology or you, you bring an additional set of skills that are gonna show up at the workplace.

Speaker 4:

Great. And I was thinking about your AI piece. There are several free AI courses that are out, you know, that's gonna be a need for every sector. So you came from the for-profit and have moved to the nonprofit space. And I think that's the other element of the nonprofit job search to realize is that there are transferable skills in and out of the sector. So if you are wondering if you should start in the nonprofit sector, I think it's a yes, but I, I'll I'll hear from you too. Do you think, you know, starting in the nonprofit sector is the right way to go? Or do you think people should look for a corporate experience first?

Speaker 1:

I don't know if I can definitively answer that for somebody. I think if you are the kind of person that is drawn to doing good in the world and that means something to you, then you can find in the roughly 1.8 million nonprofits here in the United States, a lot of organizations that are gonna speak to you. And there's nothing wrong with the corporate sector and, and there's a lot of great opportunities depending on what you're interested in, but you're not gonna get, in many cases that same kind of sense of doing good. And, and if that means something to you, even though companies have corporate social responsibility policies and things of that nature, it's, it's a level or two removed from the kind of impact you're gonna have in the nonprofit sector. So everybody's wired differently and I wouldn't want to say do this versus doing that, but the nonprofit sector is, is so vast and there's so many different ways it shows up that you can, you can certainly find a home in the nonprofit sector.

Speaker 4:

That's great. I wanna highlight at the end of your book, there are profiles of some of the contributors, and one thing I noticed about the profiles is that several of those people had interesting career paths and interesting journeys. I don't think that there was anyone in there that just, they started on day one, fresh out of school at one nonprofit and took their whole career through that nonprofit. So what is your experience with the nonprofit career journey overall?

Speaker 1:

Right? I think most of us have multiple careers. It's, this is not about being employed over 30, 40 years. This is, I'm doing this and then I'm way over here and then I'm way over there. So I, I think what you should be thinking about is if you're looking at your own brand, what are the kinds of things as somebody entering the workforce that you can do that are gonna be skills organizations, what can you learn? And I think professional development is something that we, we really haven't talked about, but I would wanna understand in any job situation, what is their commitment to professional development? Is it just a one way street and you're showing up and they're, they're taking from you or are they taking from you in the sense of you're showing up to work and they're also giving back, they're giving you training in this area or exposure to these things or an ability to learn new skills, go to conferences, do things that are gonna be valuable for you, not just in the short term but down the road. So I, I think as we look at our careers, you know, no one in, no one has a crystal ball and very few of us, trust me I've

ended up in many different paths that I would've never imagined. All great choices at the time and I have no regrets. But if you asked me to map it all out when I was just coming outta school would've looked nothing like what the reality was.

Speaker 4:

Yeah, I think that's a good, a good point that you, you do the best you can in the moment and, you know, really follow your purpose and passion and, and trust that it will, will lead to a, a fruitful path. Well my last question for you is what are your favorite resources? Obviously your book is a great resource for those, thinking about the sector.

Speaker 1:

Yeah, I think the community on LinkedIn is incredibly vibrant and I learn so much every day from I'm, I follow so many people now that are consultants in the sector and nonprofit leaders and just organically on a day-to-day basis, I am seeing so much really good content and so many insights that it's easy to identify people that are within the nonprofit sector and beginning to follow them. I wouldn't wanna single out one or two over the others. 'cause Frankly at this point there are, you know, there's probably a hundred names I could go through that would be people worthwhile. You'll find them if you start tracking the nonprofit sector and connecting with certain people and then you'll see who else follows them and then you can learn so much. So I, I'm on LinkedIn a fair amount. People can certainly find David wrote on LinkedIn very easily, please reach out.

Speaker 1:

But for me, I just follow the people that are putting good content out there and I see so much of it. I do listen to a few podcasts, but it's mostly the day-to-day stuff that people are putting on LinkedIn is where I get a lot of stuff. I also read Stanford Social Innovation Journal, which is a great periodical. That's something that I continue to, to enjoy looking at. And then I, because I'm in an academic setting, I'm talking to other professors and I'm finding out the kinds of things that they're covering in their classes. So some of that just happens organically in conversation.

Speaker 4:

Yeah, yeah. Those are great resources and it makes me want to give a little plug here for networking. And we had a guest that said, if you don't have a network, develop it. And LinkedIn is a great way to start that.

Speaker 1:

It is. And I'm a member of something called the Nonprofit Hive. I suggest people become a member of the nonprofit hive. The way it's structured is they have a, a conversation each week with somebody that's new. So you build your network at least one person per week at a time. And they're all great individuals that are part of the nonprofit sector. And it's a great way to just meet new people and learn about their journey and you share yours and then you find out what you have in common and, and then all of a sudden that that's one more person and it adds up over time.

Speaker 4:

That's a great advice. Well, thank you David. Anything else you'd like to share?

Speaker 1:

I just hope people if they do read the book, *Passion Isn't Enough*, a practical guide for nonprofit leaders. I hope they reach out and let me know what they think about it. I'm so interested in how people experience the book and what they take away and I would really love to hear from people after they have a chance to, to read the book.

Speaker 4:

Wonderful. Thanks for listening today, David shared great insights about starting your career in the nonprofit sector. Let me share some of the key takeaways I got from our conversation. David shared that we can't always map out our entire career journey in the nonprofit sector. That doesn't mean we can't have a fulfilling career journey, it just means that we have to take it step by step. He noted that there's a clear distinction between larger nonprofits and smaller nonprofits, but no matter what the size of the nonprofit is, you're gonna wanna be able to show in your job interview process that you have passion for the mission that you have strong problem solving abilities, that you're reliable and that you can provide strong references during the interview process. Job seekers can use this to clarify what the role will be and what success will look like. David defined two emerging skills for the next era of the nonprofit sector and they're both tech-based. AI and social media are going to be pillars of nonprofit success in the coming years and to my future fundraisers. David reminds us that there are plenty of opportunities to hone your skills without a professional position. So go ahead, try it out, do some peer-to-peer fundraising. I hope that you'll take a moment to rate and review this podcast so others can learn from our great discussions as well. And as you have questions, send them to hello@askingforgood.com.