Francis King

# MANAGING A SENIOR FUNDRAISING HIRE: A CEOS GUIDE

This is designed for founders and CEOs who are hiring a senior capital raiser and want clarity on how that relationship should work in practice.
It sets out a straightforward framework for aligning expectations upfront, managing the role on an ongoing basis, and assessing progress in a fair and structured way.

Francis King

# Ongoing Management Framework For Capital Raising Roles

## Day One: Alignment

- Do you understand **their process** and are you committing to it?
- Do you understand **their expectations** for the role and milestones and are comfortable with it?
- Do they understand **your expectations** for the role and milestones
- Is there alignment on **how the fund will be positioned** to their network
- Do you understand their strategy for engaging existing **first-degree relationships**
- Do you understand their strategy for engaging **new relationships outside their network**

**If any of these are unclear, performance cannot be assessed fairly.**

Francis King

# Ongoing Management And Visibility

## Weekly Meeting:

**One scheduled weekly conversation between you and capital raiser, covering:**

- Which LP's are in which stages of the cycle (with detail of each given)
- An update of meetings due to happen or have happened
- Who are they targeting to get you in front of
- Which new relationships are they targeting, and why/ how
- Any issues they are facing & what they are doing to address it/ what they need from you
- The plan that was agreed before they started: how are they committing to this?

## Info that should be tracked and easily accessible

- All investor conversations logged in the CRM
- All outreach activity tracked in the CRM
- **Clear notes on:**
  - First meetings vs follow on meetings
  - Investor objections and feedback
  - Next steps and timing

If it is not in the CRM or centralized system, there is a risk that it can lead to a misunderstanding of activity that may/ may not be happening.

Francis King

# When The Fundraising Is Not Working Out

## It's Not You, It's Me

### When the issue sits with the CEO of the business

**Examples:**

- Product/ marketing materials/ data rooms not ready
- Inconsistent messaging or direction from leadership
- Failed Due Diligence
  - Data room quality
  - Incorrect/ false information
  - Governance gaps
- Short track record
- Performance low quartile
- Leadership not meeting LP's when requested
- Fee structure misaligned or unattractive to target LPs
- Internal focus or priorities shifting during the raise
- Turnover of key senior personnel during the raise

For any of the above reasons, discretion should be exercised before attributing lack of success to the fundraiser.

## It's Not Me, It's You

### When the issue is execution

**Indicators**

- Inconsistent or low outreach activity
- The wrong LPs being targeted (investors who have never allocated/ shown any interest in the strategy being taken into market)
- Weak articulation of the story
- Failure to advance LPs through the funnel
- Over-reliance on existing relationships
- Defensive or closed response to feedback
- No improvement despite clear feedback and structure

At this point, intervention or change is justified if issues have been raised but no change is shown