

More

Advancing great ambitions: Exploring becoming a Consulting Partner at More Partnership.

More Partnership
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About More

We believe in the power of philanthropy to *advance great ambitions* – and in partnering with our clients as a force to make that happen.

We have been putting that belief into action – for the benefit of educational, cultural, charitable and other organisations all over the world – since 1989. Today, More Partnership is a close-knit team of more than 20 partners, bound by a strong sense of purpose and shared values.

We are a virtual firm, networked across Europe, America, Africa and beyond, with a head office in Scotland. In constant interaction with our clients and colleagues, we see all our working relationships as opportunities for growth.

Our founder, Iain More, was one of Europe's first fundraising consultants. Today we have become much, much more (pun intended). We now research, benchmark, teach and do, as well as advise and strategise. At the end of a project, our clients say we bring them confidence, momentum and a clear way forward.

We are a democratic and participative company. Each member of our team has an equal say in the decisions we make, a share in our success, and a responsibility to push us forward. This matters to us deeply.





Advancing great ambitions

- **Impact is what drives us** – the impact we have on our clients, and the impact their organisations have on the world. That could mean saving lives through groundbreaking scientific research, realising the potential of children from disadvantaged backgrounds by enabling them to access life-changing education, bringing divided communities together through the universal language of art and music... and so much more.
- **We all have a share in our success.** Our teams come from diverse backgrounds but we have in common a special way of doing and being, exemplified in our values. We are partners in purpose, and since April 2020, equal owners of our firm. This means that each member of our team has a say in the decisions we make, a share in our success and a responsibility to push us forward.
- **Our people are our strength.** More Partnership is a thriving small company whose growth has come from recruiting highly talented people and working together to be the best we can be – both individually and as part of the team. As a result, recruitment is critically important to us.

How we work and our values

Our values shape every interaction we have with our clients and each other.

- We Challenge Ourselves – we embrace new ideas and opportunities to keep learning and innovating.
- We Keep it Real – we ground our advice in evidence and take a pragmatic approach to make change happen.
- We Bring the Joy – we firmly believe that great relationships can lead to life-changing outcomes.
- We Go Beyond – we stretch ourselves so our work delivers the best impact.

You'll also find that we approach all of what we do with a fair degree of professional confidence, personal humility, intellectual curiosity, and a burning passion to make good things happen. We work hard not only because we want our clients to make the world a better place, but also because we deeply like and respect each other. It's a pretty unusual combination.

In partnership with our clients, we show that philanthropy can advance equality, diversity and inclusion, values that are central to our work globally and to building a better society for all.



Challenge Ourselves



Keep it Real



Bring the Joy



Go Beyond

What we do

Our work falls within four distinct but linked stages of our clients' philanthropic journeys.

- We help our clients **plan** their fundraising to give them clear direction, a compelling story and better engaged stakeholders.
- We **equip** their teams with knowledge, skills, tools and confidence to take their work further, for example so they can manage their data more effectively or better understand their audiences.
- We help them get to work and **do** more, right now, by providing specialist leadership skills, experienced hands-on support or additional fundraising capacity.
- And we help them **evaluate** their performance to understand their opportunity, and most importantly, their future potential.



Evaluating
*understanding
performance and
opportunity*



Equipping
*getting better
at what you do*



Doing
*helping you be
effective right now*



Planning
*setting direction,
building buy in*

Our client list ([here](#)) tells some of the story. It covers non-profits of all sizes from all sectors and geographies. It gets longer, broader and more international every month.

(What it doesn't show is the strength of our partnerships, and the distance we have travelled together.)

About the role

We have found that becoming a consultant is a very rewarding and liberating experience. The opportunities for personal development are significant, and you will bring your skills and experience to bear across a broader range of sectors, challenges and organisations. You will work with different colleagues, and the opportunity both to grow the business and to share in the rewards of that growth.

- For many whose first careers were within larger organisations, the opportunity to step away from the particular pressures of operating within a single structure is a welcome one. The autonomy and sense of agency at More Partnership is refreshing, alongside the opportunity to operate as a trusted advisor to senior leaders across multiple institutions.
- At this level, there is an expectation that you will operate with confidence and credibility. Often in partnership with colleagues, you will take on responsibility for client relationships, contribute to the delivery of complex and high-value work, and play a visible role in generating and shaping opportunities for the firm. This is a role suited to those ready to apply their experience immediately within a consultancy context.
- You will need to be a self-starter, able to rely on your judgement, with strong planning and prioritisation skills. At the same time, accountability to colleagues is combined with strong support and collaboration, and we almost always work in consultant teams.
- Our community brings together people with diverse experiences and career paths, and we place great value on expertise in fundraising, strategic thinking, the ability to analyse and interpret complex information, and the capacity to coach and support others while continuing to learn ourselves.
- There is an expectation that at this level consultants generate a substantial part of the work they undertake, through relationships and reputation. This reflects the ability to build trusted relationships and contribute to the firm's collective pipeline for delivering impact, drawing on networks that are aligned to our core markets and areas of work.
- Importantly, you are likely to be at a point in your career where you are ready to make a commitment to work that is both demanding and meaningful – with clients and within the firm. All consultants play an active role in the running of our employee-owned company, contributing to its leadership, development and culture, and helping to shape the direction of the firm.

“Don’t just give advice, take it.”

Iain More

Our founder, a pioneer, one of the very first fundraisers in UK higher education, and a counsellor and coach for many fundraising professionals over the years.

What we look for

Alongside this summary, we share the role outline and competencies in the Appendix.

- We are looking for individuals who can operate at a senior level within the highest band of our progression framework, bringing both credibility and impact within our core markets.
- You are likely to have experience of leading significant fundraising programmes, advising senior leaders, and working across strategy and delivery. You will bring a strong track record, alongside the ability to translate that experience effectively into a consultancy environment.
- We look for people who are motivated by creating meaningful change, who share our purpose and values, and who are committed to the principles that shape our community. We are seeking people who already demonstrate many of the characteristics required to succeed at this level, including sound judgement, intellectual flexibility, and the ability to operate effectively in complex and ambiguous environments.



- A strong consultancy mindset is important. This includes the ability to diagnose problems, synthesise insight and experience, and provide clear, credible advice to senior stakeholders. It also includes a commercial awareness and the ability to identify and develop opportunities for the firm, contributing to a sustainable pipeline of work for yourself and others.
- Relationships sit at the heart of this role. We are interested in people who can build trust quickly with clients and colleagues, and who bring networks that are relevant to our core areas of work. This is not about transactional ‘sales’, but about the ability to develop relationships that lead naturally to opportunities over time, and to contribute to the firm’s collective success.
- We also value those who approach their work from first principles, combining experience with curiosity, analysis and the perspectives of others. Good listening, thoughtful questioning and the ability to communicate complex ideas clearly are all essential.
- As an employee-owned firm, we look for people who are willing to contribute beyond their own client work. This includes playing a role in leadership, supporting colleagues, and helping to shape the culture and direction of the business.
- We are committed to building a more diverse team and are keen to attract candidates whose worldviews, experiences and approaches will strengthen and enrich our community.



Diversity and inclusion

In partnership with our clients, we demonstrate every day that philanthropy is a powerful force for advancing equality, diversity, and inclusion. A society with these ideals is better for us all. This is central to our work across continents.

- It is also fundamental to how we do it. Diversity and inclusion are threaded through our values. This commitment is expressed, for example, through the assignments we select to undertake, and in our daily interactions with clients and with each other.
- Above all, at our heart we are a democratic, participative, and inclusive company. Each member of our team, whether they are a consultant, or behind the scenes in our busy central team, has an equal say in the decisions we make. Our culture is shaped by the joy we discover in our individual differences, life experiences, self-expression, and talents.
- All our consultants have a relentless appetite to learn and to grow – and to challenge themselves. We do this best

when we connect with diverse perspectives, experiences, and ideas; those that come from within our community, and from our clients.

- We have started a process to better understand our staff diversity, so we can consider how to improve it. This includes, but isn't limited to, recognising that we currently have a higher proportion of males compared with females; that we lack ethnic diversity; and that we also need to ensure we are an attractive and inclusive employer for people with disabilities.
- We are committed to encouraging and nurturing interest in these roles from those groups currently under-represented in our community.

What we offer

- Consulting partners are home-based with a financial allowance for IT and office costs, and enjoy flexible working. Most partners will travel within the UK and enjoy some international travel during a typical year.
- Even though we work from home, the commitment to getting together in person regularly supports our collegial working, our programme of learning and the running of our company. We have four, one-day residential meetings each year plus our annual four-day Advance (we don't do retreats...), as well as multiple other opportunities to meet with some or all our colleagues.
- Our partners at Band 3 are currently paid from £100k to £125k, dependent on experience and potential for high performance.
- The company also has an annual bonus scheme, which Partners can benefit from depending on our collective performance and individual contributions.
- Employees also receive a contributory pension (paid into the company workplace pension, or into a personal pension scheme), 25 days of annual leave with an additional eight public holidays and paid absence for e.g. ill health, parental leave.

Partners become Equity Partners after one year, thereby having shared ownership of the company, with each Partner receiving an equal dividend dependent on the year's financial performance.

Making an application

We hope that the information here has helped you to understand more about the opportunity to become a Partner at More.

- The deadline for applications is 5pm on Weds 17th June
- Initial online interviews will take place on the 1st or 2nd July, with subsequent in-person interviews in London on the 14th or 15th July.
- You can find out about More on our [website](#). Please get in touch if you would like to arrange an informal discussion with Nik Miller, the partner who chairs our recruitment (nmiller@morepartnership.com) or our Managing Partner Marc Whitmore (mwhitmore@morepartnership.com)
- You can make an application using the link [here](#).
 - Your CV and a letter of up to two A4 sides. This should clearly outline your motivations for applying (why the role, and specifically why More?) and the impact you would like to make with clients and in our community – reflecting on the content of this pack. It's important for us to understand how you will support the running of the company, alongside your contributions to client work.
 - Two references, which we will not take up until the later stages of the process and in liaison with you.



Appendices

Role outline

The following attributes are typically developed by client-facing Partners in our highest Band. These attributes are typically all developed over time and in combination by consultants in Band 3 – but candidates will naturally bring strengths across many, but not necessarily all, areas.

You operate as a trusted advisor at the highest levels of large and complex institutions, leading the development of effective client solutions with senior leadership teams. You bring together your own expertise with that of colleagues and wider fundraising professionals to shape strategy, ensuring that solutions are grounded in a deep understanding of fundraising practice and deliver meaningful impact.

- You interpret and synthesise large and complex information sets from diverse sources, applying your judgement to contextualise issues across the full spectrum of a client's needs. Drawing on your experience of organisational strategy, operations and external environments, you provide clear, compelling and actionable advice that addresses strategic, technical, operational and resource constraints.
- Through your experience and reputation, you are sought out by senior leaders and bring established credibility within at least one of More's core sectors. You actively leverage and extend your network to support client delivery and the firm's wider goals, while building long-term, high-value relationships that generate substantial new business for yourself and others. You are recognised as a significant contributor to the firm's commercial success.
- You demonstrate a strong consultancy mindset, combining strategic insight with practical delivery. You are able to assume responsibility for client relationships quickly and credibly, contribute to fee income within established markets, and identify opportunities to extend or deepen client engagement. You are comfortable

operating in a commercial, client-led environment and play a visible role in generating and distributing work across the firm.

- Your leadership is characterised by your ability to influence, engage and align senior stakeholders around a shared vision. You communicate complex or challenging messages with clarity, tact and authority, adapting your approach to different audiences and resolving conflict where needed. You build trust through credibility and judgement, and can shift perspectives and enable change at senior levels.
- You lead the delivery of the most complex and high-risk projects, ensuring consistently high standards of quality. You anticipate and manage risk effectively, balancing client expectations with team capacity, and ensuring that objectives, timelines and budgets are met. You act decisively in complex or crisis situations, drawing on experience and sound judgement to achieve effective outcomes.
- You contribute actively to the leadership and development of the firm. This includes supporting colleagues to grow their networks and capabilities, contributing to a strong and collaborative culture, and playing a role in shaping the firm's direction. You bring a clear understanding of the firm's commercial landscape and apply this to decision-making, while maintaining a strong awareness of wider political, economic and sector dynamics and translating these into insight for clients.
- You demonstrate alignment with More's values and employee ownership model, showing a willingness to contribute beyond client delivery, take shared responsibility for the firm's success, and play a full role in its ongoing development.

Fundraising Consultants.
And More.

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