

Nonprofit 911 – November 12, 2007

33 Ideas that Change the Fundraising Game with Tom Suddes

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The audio transcript can be found at www.fundraising123.org

Katya Andresen: Welcome, everyone on the line, to the November 12th Nonprofit 911 call, sponsored by Network for Good.

I'm Katya Andresen, and I'm our VP of marketing here at Network for Good. And I just want to welcome everyone, both people who have participated in one of these Nonprofit 911 calls -- we're glad you liked them enough to come back -- and if you're a first-time visitor, you may be wondering why we do this; what are these free training calls about?

So, just briefly on that, Network for Good's a nonprofit, just like you are, and our mission is to help nonprofits like you raise money online. And so, we offer these calls as a free service to the nonprofit community to help you improve your fundraising and marketing results. And we also provide online fundraising services directly to you, the nonprofit, including donation processing, email outreach, and donor databases.

This is not a sales call, so I won't go on and on about that. But I invite you to visit www.fundraising123.org to learn more about how you can take advantage of our services for free this holiday.

So, onward. We've had about 450 people register for today's call, which is terrific. The name is "33 Ideas that Change the Fundraising Game, with Tom Suddes." All the lines have been muted, and this call is being recorded. Just want to let you know that.

You should've received an email from us this morning with a copy of some notes for the call. This is just a call. It's not a webinar, so you're not missing anything if you're not online. But if you would like to take a look at those notes and didn't get that email, you could check your junk mail folder, or you can go ahead and download them now at www.fundraising123.org. And you'll also be able to access an audio transcript within 24 hours at the same site.

And if you need to reach us during the call, you can email us at fundraising123@networkforgood.org. And Tom will take some questions, so we really encourage you to email your questions. We'll be answering them after he speaks a bit. Again, it's fundraising123@networkforgood.org, or if you're having any technical difficulties, you can email us there too, and we'll take care of you during the call.

So I want to introduce Tom Suddes, and I want to tell you how I came to invite him to be on this call today with my colleague, Jono Smith. I was speaking at a conference in New York earlier this year, and one of Tom's colleagues, Nick, was in my taxi from the airport. He was the fellow speaker at this New York nonprofit conference.

And we got to talking, and he handed me his business card, and he had this great slogan on it, where he had "non-profit" crossed out. And he told me that nonprofits need to stop talking about that they're not-for-profit, and he started talking about what they are for and how they're for-impact. The more he talked, the more fascinated I was, and, in the end, persuaded Tom, who heads the firm that Nick is at, to come and share some of the wisdom I heard in the taxi cab with all of you on the phone today. I just was really fascinated.

Tom's a nonprofit coach, trainer, consultant, speaker, and writer, with over 33 years of experience in development, so we're delighted to have him on the call today. He began his career in the Development Office at the University of Notre Dame in 1973. And he eventually became director of development and headed the Campaign for Notre Dame, which raised \$180 million for the university. So he knows a thing or two about fundraising.

I wanted Tom to know there's quite a few Notre Dame alum on the phone, apparently.

Tom Suddes: Uh-oh.

[laughter]

Katya Andresen: Including that C-class of '74. And they all say, "Go Irish!" in response to your raising \$180 million. In 1983, Tom founded the Suddes Group, which has managed over 300 campaigns and raised over \$1 billion -- big numbers there. He's helped to generate three million new jobs in that work, with 125 economic development organizations around the country. You can learn more about Suddes Group at www.forimpact.org.

So we're extremely pleased to have you on the phone, Tom. Thank you for donating your time today. It's a wonderful service to all of us on the phone. We're thrilled to have you here. And I am going to turn things over to you.

Tom Suddes: Katya, thank you very much. Can you hear that OK?

Katya Andresen: I hear you great.

Tom Suddes: Perfect. Well, first, let's address the Notre Dame thing. I am still the boxing coach there, and I have to tell you the boxing program is doing great this year. So, we just won't talk about football. By the way, I laugh when I hear that Notre Dame description about having raised \$180M and going \$30M over goal. That was called The Campaign for Notre Dame, and obviously it wasn't. That was in the 70's, and now they're doing a billion. They just finished a billion and they're doing a billion and a half.

But, enough of that. I want to thank you so much both you and John O. What a wonderful thing you are all doing with this Network for Good. It's interesting when you talk about that title on this. It's changed the fund raising game. I'm really big into change. I'm all for changing the game. I think we should change the rules. I'm not even sure there are any

rules anymore.

I'm such a believer in changing the way you think, and changing the way you operate, and change the way you fund. This message I'm going to share with you right now has been tested in front of thousands and thousands of people; great non-profit, for-impact leaders, board members.

I'm going to come at you fast and furious because of the 33 idea thing. These are ideas that all of these people consistently tell us have had a huge impact on them. I know some of the marketing material we talked about: how to engage your board, how to think bigger, how to raise more money in 30 days. We're definitely going to give you some ideas on the ways to do that. Let's just jump right into the 33 ideas.

The first one you already know just from the introduction. These first three are insights, really big insights that have hit me. I've been doing this now for over 35 years actually. This first one is a pretty big deal for me. It's the whole idea of stop calling yourself a not-for-profit. In fact, stop defining ourselves in the negative.

I apologize to our wonderful hosts and the great people at Network for Good. It should be Network for Great, by the way. Network for Good is a leading charitable resource in bringing donors and charities. I have to tell you I'm all for a new language. I just think defining ourselves in the negative, not-for-profit, just doesn't make any sense. The whole idea is to be a for-impact organization. Talk about what you're for. That's why your board is involved. That's why donors or whatever you want to call them are engaged. They're with you because you are for-impact.

I'm going to guarantee you no board member wakes up in the morning, or no investor-donor wakes up and shouts, "Yee-Haw! We don't get to make any money today." The whole idea here is about defining yourself and what you're for. It's all about your impact. It's all about your vision. It's all about your message. That's one pretty big insight, I think, and I hope it helps you.

So many times we've heard what really just changes the whole game. And, it does but when tied to that second napkin we believe these insights you can just almost draw them out on a napkin. They have a pretty powerful impact on people.

The second big thing for me, and this was literally...I don't know the whole St. Paul knocked off his horse epiphany for me is your impact drives your income, not the other way around. I have to tell you again in these 300 campaigns, at a billion dollars, I've made 6,101 visits. I'm not the brightest guy you've ever been around. It took me a while to figure this insight out, but I know that in every campaign we've ever helped with that finally we backed our way into the idea that your impact drives your income.

What are the implications of this for you if you're listening on this, now or later? One big impact is it means that you're not in the fund raising business, which I guess implies it really isn't about the fund raising game. That's OK. I want it to imply that because it

really comes down to the size and scope of your impact which determines the size and scope of your income.

With all do respect and admiration for all of you on this line and everybody we work with, there's not a single person listening to this where your income matches your impact. Just think about that for a second, right? So, your income is not matching your impact. Well, here's how we have to fix that. We have to be able to talk about our impact.

What's our message? We have to be able to talk about the blue, the impact. Then, that red arrow drives over to the income. Then, if you see the little dotted arrow underneath, you can look at that visual, and you can say, "Why, I get it. If I can talk about my impact, then my income goes up." Then what happens when your income goes up? It has a much greater effect on your impact.

So with all of that said, those two things said, it also should challenge you and again my apologies to Network For Good, but this really isn't about the being a charity. It is not about being a 501(c)(3). It is not about being tax exempt. It is about fund raising. It is not about campaigns. It is not about money for buildings, pledges, donors or anything else. It is all about your impact.

And finally the third insight, the third napkin, if you will, is our mantra or sales mantras drives everything that we do and drove everything that has been going on in the Suddes group for all these years is "just ask." I am not going to go deep into that right now, but the bottom line is you need to be out there and you need to be asking, you need to be presenting opportunities to people and just remember that "Hope" is a great title of a book by the way by a guy named Rick Page, but "Hope Is Not a Strategy, " so you need to be out there and you need to be out asking.

If you actually get these napkins, you should probably hang up, now don't, because there are couple more ideas here, but you should probably hang up and just go out and do something right now. Because if you really get these three insights, it should really change the way you go about your business and I am hoping that it really will change the way you go about your business.

So for-impact, "impact drives income, " and "just ask." Let's us roll into some other ideas that may help all of you as you are listening on. We have 450 different people in organizations and everybody on here is a little different size, little different goals, but I am hoping that some of these will have a terrific impact on you.

Number 4, I said go out and just ask, "just don't ask for money." Money is just worthless wampum. It doesn't really have meaning, it is not about asking for money, it is about talking about your impacts, talking about your message, it is presenting people an opportunity. So you want to write a little note next to that? PTO: Present the opportunity; don't ask for money, present people with the opportunity to help. There are so many great prospects out there, we are going to get into in a minute, but we want to be out presenting opportunities to people.

Number five says the "only three reasons for a nonprofit, which is really a for-impact existence." I don't know whether these are the only three, but there are three that really drives me and drive a lot of the people we have worked with over the years. It is all about lives. The three reasons should be tied to lives. Save lives, transform lives, change lives. That is what we do. That is what we are doing everyday. And the common theme there is lives. So that is what is driving your existence, not your fund raising campaigns and not your annual fund and not your appeals and everything else, it is what we are doing with lives.

Some of you are involved in organizations that are about the after-life even and that life. All of us are involved with great causes, if you will, that impact people's lives. Save lives, transform lives, change lives, impact lives, lives.

Number six is "no more mission statements." Listen, I would love to -- I wish you were all on mute and then I'd ask you to go ahead and recite your mission statement for me. And if you can do it, I'd love you to get three other people in your office and then get six board members and then all recite it in unison. And I guarantee there is not one of you on this who would be able to do it because they are huge. They are written with a thesaurus, they are done by a committee, they are politically correct and they are worthless. Just to get your attention.

So really it is not about mission statements anymore, it is about your message. It is all about your message. I just did some great work over the weekend, we had a lot of fun with a large national for-impact organization who is into youth development. They are a great great group, but it is all about their kids, it is not about their mission statement, it is about the kids and in their case it is tied to the environment. So that is their message. And I want you to focus on your message.

Number seven is "return on investment."

Let me do a few more vocabulary words with you: donors; donation. If I use the word association, "donors" with you, what would that mean? Some of you might say "money", but almost everybody we do this with says "blood", or "organs"; so I'm going to challenge you to drop the whole "donor" word.

It's not about donors. It's not about donations. It's about investors, and investment.

Someone might say: listen, I've gotten into this with some really heavy-duty stinkers, and they want to take me down the line. Or well, it's investment, and that causes all kinds of problems.

The fact is, it doesn't; because I believe that the people who want to help you consider that help to be an investment. They are investors.

What does every investor want from investment? They want a return, so can you define

your return on investment? Can you show people what they get, if they invest in your cause? Let's say it's domestic violence, or the homeless, or food, or cancer, or whatever.

I believe that there's a strong return on investing. Maybe not cash-on-cash, but a strong enough return. Remember, you're looking for people who want to move from success to significance, and they want a return on that impact that they're going to have.

These next few are tied together a little bit.

This is number eight, "think big, build simple, act now." This is my own personal entrepreneur's mantra. I've started 19 businesses. My kids say I can't hold a job, but I love entrepreneurs. I love what they do.

If you're an entrepreneur, a social entrepreneur, or even an intrapreneur within a big organization, the idea of thinking big, and then building simple, and then acting, should be a really neat way to help you drive what you do.

Let's talk about thinking big, for a second. Number nine says there's a 100 billion dollar opportunity. If you're left-brain people, you know about McKinsey, a big-time consulting firm. A McKinsey study came out a few years ago called "The 100 Billion Dollar Opportunity."

Bill Bradley, the former senator and great basketball player from Princeton, is in charge of all their "not-for-profit" work at McKinsey.

The idea said: there's a 100 billion dollars that we're leaving on the table out there; that "non-profits" are leaving on the table.

Their number one recommendation was to do major gifts. They said there were 25 billion dollars left out there because we're not doing major gifts. They also said that there's another 25 billion dollars in savings of cost, because we're doing too many special events, and we're spending too much money to raise a dollar.

When you think about that, that's a pretty big deal. I'm not real big on special events, gang. I don't think they're special, and I don't think they're events. I think their cost is extremely high.

If there's anybody on the phone who would just love to do another golf outing, or another auction, or another gala, why don't you email us, and I'll put you in our very short hall of fame about special events.

There's a 100 billion dollars out there, but this next number should grab your attention. Talk about thinking big: 100 trillion dollar opportunity.

Some time in the next 30, 40, 50 years, boomers -- old people, like me -- are going to die, and they're going to transfer somewhere between 50 and 180 trillion dollars. I picked

100.

This is a transfer of wealth.

Now, just a quick, separate idea -- maybe this will help some of you: Who's going to end up with all that money? Who's going to end up with 100 trillion dollars?

If I have an audience, people say: the government, or the kids, or whatever.

Nope. The answer is going to wow you: women. Women are going to end up with every single dollar of that 100 trillion dollars. Women rule.

The wives are going to get this, because they're going to outlive all us guys. We just don't think about that sometimes, when we're looking for great prospects. Women are incredible prospects, plus they have a heart, which is a lot more fun to talk with.

There's a 100 trillion dollars that's going to get passed on, so please, with those two numbers -- ideas number nine and 10 -- please don't tell me that you don't have any prospects, or that you're not really sure how we're going to find people to give.

There's a lot of money out there. There's a lot of prospects out there. You just need to get out and ask. Remember?

Number 11 is BHAGs, if you have ever heard of that "big hairy audacious goals" as Jim McConnell would call it. That is as opposed to SBUGs, which when I heard him one day talk were "small bald unaudacious goals." So, BHAGs, you got to set some big hairy audacious goals, you got to set goals tied to vision. Campfire USA is going to actually empower one million kids by 2010 to discover their environment, a million kids. Setting some real big goals is a very very important idea that should be about vision, it should be about impact.

I am going to tell you what gang, I got to tell you survival, that whole survival pitch and thinking small and how do I make payroll next week and how do we fix the leaks in the roof and things like that. Survival pitches worked for tsunamis and hurricanes and I am not even sure they work very well for them. So, really I want you to change your thinking. If you think big, I have learned this so well now because I screwed it up so many times, it's so much easier to talk about a vision and a large million-dollar impact than it is to talk about \$100 or \$1000. So think big.

Numbers 12 and 13 are really all about the build simple. You saw my message on a napkin those first three things, literally a message on a napkin. What is your message on a napkin? How can you simplify your entire message so that you could actually draw it on a napkin? If you can do that, you are in great shape. But, it's all about simplicity. And that is not easy; making your message simple, simplifying what we call your three buckets, your three circles, your priorities.

Many of you do much that you have a hard time trying to figure out how to talk. I have actually just spent the morning with an incredible young leader who is running a really big project and we are trying to figure out how do we summarize, how do we simplify the message, how do we write our three circles on the napkin, where does the money go. And it needs to be three buckets that's tighter.

Number 13, it's "the rule of 3." Gang, if you don't get any idea, this is a great idea that will help you a ton. If you have ever been in media, if you have ever been in sales, if you have ever been in politics, if you pick up a magazine right now and look at any advertisement, you will see these three things, why? Because people can't remember more than 3. Most people can't remember the 10 commandments. Nobody I know knows "Covey's seven Habits." It's about 3; get beyond 3, you will lose it. So boy, if you can boil things down into 3, now you may have more than that, but you need to bundle things up into groupings of 3.

We have a wonderful simple generic bucket for a lot of organizations when you answer the question where does the money go? We say it goes to people, programs and place. That works so wonderfully for the YMCA, which we have done a lot of work with. It works for a lot of organizations. It's where your money ends up going. It goes to people, it goes to programs and it goes to your places, to your facilities, to your campus, to your camps. So, the rule of 3, something to think about.

Number 14 is 97/3. You have all heard of the 80/20 rule, Pareto, all that other stuff, it doesn't work. 97% of your money is going to come from 3% of your family or of your constituency. You just have to trust me on this. I believe if you do your own math, if you do your numbers, you will find out on any campaign, any campaign, that 97% of your money is going to come from 3% of your people.

We represent that visually with just a simple pyramid and we circle the top and we say this is where your focus should be. Your focus should be on the top right, on the 3%. Well again with all due respect to everybody listening to this, "Where is your focus right now?" Is your focus on the top of the pyramid or is it on the bottom of the pyramid? Are you doing a lot of direct mail, are you doing a lot of events, are you doing a lot of \$50, \$100, \$500 requests? When the fact is that your top three champions could step up and underwrite 50, 60, 70, 90%, of which you need right now, if you can identify those three people and you will go out and make a great presentation. In fact, based on my past history, I have made more than 6000 visits and I have screwed up 5812 times, so you don't even have to be good at it, you just got to be out there presenting that to good people, "97/3" keep your focus.

Number 15 is "manage your energy...not your time." I stole this from a guy named Jim Loehr, who is one of my favorite people in the world who has written a couple of great books, one of which is called the "Power of Full Engagement, " and his big thing is manage your energy not your time. This is tied to acting and acting now, what I would love to see you do. It's tied back to 97/3, it's tied back to everything. Get out and focus your energy, manage your energy on your absolute best prospects, work your pyramid

top down so to speak.

So manage your energy, which means if you got a visit tomorrow with one of your really best prospects, you shouldn't spend four hours in the morning putting out fires and worrying about the people at the bottom of the pyramid and handling all of your personnel issues. You should go have a cup of coffee, have a great breakfast and you should plan out that visit and then you should walk in there feeling great about yourself and your organization and you should walk out with a million dollar investment from somebody who really wants to help you. So, manage your energy not your time.

Number 16 is "focus on relationships." Sorry, I think that is so obvious, right? But somehow we forget the fact that we are in the relationship business. My virtual coach and mentor, I never actually met him physically, but Peter Drucker, incredible guy, died at 95 last December, but you know you talk about focus on relationships, he asked this great question, "What business are you in?" And he asked that of companies all across; "What business are you really in?" Well when I ask you that question, I would love for you to say, "We are in the relationship business," I am talking about the funding side, your income side. If you are in the development office, you should be in the relationship business, not the transaction business, OK? So stop doing transactions.

Right now a gift from the pulpit, a \$25 gift in the mail, even a \$1000 check that comes in, if you are doing an event, those are transactions. You need to get out of the transaction business and get into the relationship business, which means the only time you talk to people can't be when you are asking them for money. That is not a relationship. That is a transaction.

I want to give you this idea around a master prospect list. A lot of the stuff that we do is sales. We are really in the sales training business at for-impact and with the Suddes group. We have a sales process. That sales process has three parts to it. The first part is the prep -- the first component of the prep thing is the case rationale for support. The second thing though is qualified prospects. What this says is you got to know what you are selling, your priorities, why you are selling it and then you got enough people to sell to.

I do a lot of sales training with companies and corporations and this master prospect list idea is pretty big. What it says is that having just a list of names or having an alphabetical list of names of people you think you need to call on isn't going to work. We call it a master prospect list, it's a top-down list. It is in descending order of importance, not alpha, because if it is alpha, and good old Joe Zuelich, he was your best prospect, you will never see him. Because you are working your list alphabetically and it's December, and you are in the M's and then you will start all over again in January, you will never see poor Mr. Zuelich.

So, do a master prospect list. We rate that prospect list. We have actually at forimpact.org, we have kind of a cool tool to do that, it's free, it's called a QPI, qualified prospect index. But basically, it comes down to capacity and relationship. Those are the

two most important criteria for you to select your prospects; capacity and relationship. I put capacity first because you got some wonderful people listening to this. I have done a lot of work with catholic high schools around the country. I have done a lot of work with schools around the country. You all have great people, great boosters. People will do anything for you.

Well, look I got to tell you, if they don't have capacity, they are not qualified prospects. It doesn't make them a bad person, but you are looking for people who have capacity and relationships, not just relationship. So create a master prospect list. While you are doing that and while I am on that subject, I want you to look at ideal profile.

I am going to give you three really specific examples of this that happened today. This happens to be November 12th, it is a Monday. Today, here is how we are using this concept of an ideal profile. We are with a catholic diocese, incredible opportunity here. So what is the ideal profile of a diocese look like or any religious organization?

Well obviously, you would love that profile to be number one, somebody who has great capacity, who is wealthy. In our case it would be better if they are older, older Catholics, people who have been brought up in a different time and who are really committed to the church, whose children are grown and who now have grandchildren or great grandchildren, who are tied closely with the bishop or the cardinal. People who believe strongly in what we are trying to do around catholic education or maybe it is catholic charities and service where we are helping the poor.

So the ideal profile for us maybe a woman, a widow, wealthy catholic woman who has this incredible heart and we get to sit down with her and talk about the impact she can have. We were working with a Junior Achievement today this morning and went and made a visit with them and we are helping a Junior Achievement in Columbus, what do you think the ideal profile for Junior Achievement is which so happens to match my ideal profile.

We want him to be an entrepreneur. We want to sit down with somebody who understands entrepreneurship because that is what JA is all about. So who is the best prospect for Junior Achievement? Well number one, it is an entrepreneur. Number two, it is a successful entrepreneur with a lot of money, who is at a later stage in life, where they want to move from success to significant. What is the best way for them to do that? They should help JA.

Now, I have got to tell you, here is the third kicker on the JA profile. They need to be a part of our hall of fame. We have a JA's founder's hall of fame. We have 70 people who are in that hall of fame. I got to tell you what, we should not call on anybody else until we have finished talking with those 70 people because they are in that hall of fame for a reason because they are entrepreneurs.

And finally, we did some work with this youth development agency and I am talking back with them this afternoon. Their ideal profile, they are celebrating 100 years right

now. We have identified corporations who are celebrating their 100th anniversary in the same year that we are that are committed to the environment, to the green movement, same as we are and who love kids and we are into kids. And we have got seven perfect prospects.

So see what I'm saying here is you should create your ideal profile, which will help you figure out who you need to go talk with.

Listen, I am running out of time here. I want to hit the rest of these ideas rather quickly, but I hope those have helped you come up with some really cool ideas to do this. So let me hit the rest of this a little faster.

The three double question of every investor. If you can't answer these three questions gang, you really shouldn't go out and sit down with people.

Question one is, where does the money go? You think that is a fair question and parenthetically, why is it going there?

Question two is who decided that and how did they do it? That is the double question. If it is just your CEO in a dark room with a cigar, that is not a very good answer to that question. It should be engaged -- your whole community engaged in figuring out where the money is going and why is it going there and how is it going there and who decided it.

And the final question I think is very fair is, what do you want from me? Gang, I don't know how many times you are out there and we are sitting down with people, then you walk out of the office and they don't have a clue as to why you were there. And they are asking themselves, "What just happened?" So I think it is fair for them to say what do you want from me and when do you want it? So answer those three questions.

Number 20 is very simple, "do the math." Gang if you haven't done the math, you don't know how much it costs per year per kid. If you don't know your blue math around the impact; if you don't know your green math, your funding pyramid, your gift chart so to speak. You just need to do the math and you need to do that math before you walk in. If you want to raise \$20 million, then you need to know that you need that one gift, you need that one gift at \$4 million and you need two gifts at two and you need four gifts at 1. You got to do that math.

Number 22 is simple. Stop talking about being "on the board" and start talking about people who are "on board." All of you have challenges with your board. One of the biggest request we get is to help with board training. Just drop the "the." You want people who are on board. You want people who are champions and stop worrying about people who are just looking to get their name on their letterhead.

Number 23 is my personal soapbox if you will. I just can't believe that we are still in a 1950s, 1960s model where we are asking our volunteer leaders to ask their friends for

money. And then you are complaining because your board won't go out and ask people for money. Well I got to tell you what. That is not what we believe is the right way to do that. There are so many reasons for that. Nobody likes to ask their friends for money. They end up trading dollars. They ask somebody from your organization today, what do you think happens next week? That person turns right around and asks for the exact same amount back for their organization.

I was with an IBM exec over the weekend and I always use this example, I said "Would IBM leave their sales processes to a group of volunteers?" I don't think so. So I won't go deep there, but this should be staff driven. Your sales process should be driven by the staff. We should use our volunteers and our volunteer leaders as part of the team selling process. That'd be great.

Number 24 is "funding role of the board." Hey I know right now you are asking them for names and it is not working or as Nick says, "Hey how is that working for you?" It is not. They don't want to give you names. Here is what they should do. Number 1) they should be champions for your organization. Number 2) they should invite others to get engaged with you. And Number 3) they should invest with a commensurate commitment. Champion invite and invest, but no more this "give or get" and all that stuff. They should make an investment that is commensurate with their capacity and their relationship.

Number 25 is easy. "You're in sales. Get over it!" I don't care who is listening to this, I don't care what is the size of your organization. This is about sales. As Mr. McConnell, Mr. Mack, the great entrepreneur in Columbus says, "Hey, if you don't believe your father, then you don't believe that we are all in sales. Just think of the fact that you wouldn't be here if your father wasn't in sales. So he had to convince your mother to marry to him at some point." "So you're sales. Get over it."

I have been talking this morning with wonderful young Vice President for Advancement Sales Manager and we have been talking about the "triple ask." I believe it is possible on one call to talk about the annual fund or president's circle or whatever and talk about legacy and talk about a major gift, the "triple ask." We do it. We do it all the time. It is possible. I'm not real big on the cultivation word. I think that you don't have time for that and people don't want it. You got 30 minutes. Let us make something happen during those 30 minutes.

QP, QP3. There is not enough time on this, here is the idea though. QP3 are qualified priorities, programs or projects and QP is qualified prospects. The idea here is that use your projects and your priorities to actually find prospects. So if you are working with kids or if you are building something with a kitchen or if you are, whatever your priority or program is, use that to figure out who your prospects are. They may not even be connected to you at the moment.

Number 28 is 3-10-20. Who are your best three champions? Who are your next top 10 prospects? And who are the next 20? If you left this audio, this phone call, and with great thanks to Network for Good, here's an idea. If you just focused on your best 33 prospects,

unbelievable, transformational impact would happen if that's all you did and all you got from this call.

Number 29 is about "just visit." You know you hear me say, "Just ask"? But there's a Wow email at forimpact.org. By the way, if you sign up there you can get a weekly Wow email. It's all free. It's not meant to be an infomercial but the one I did last week was about "just visit." Everything else on this sheet is worthless if you're not out making visits.

Notice I didn't say appointments. Appointments imply doctors and dentists. OK, we want to make visits with people. OK? And then you wonder why nobody will have an appointment with you to ask them for money. We're doing visits. Visits implies people that want to be with you.

And one way to get that visit is number 30; predisposition. I told you I do a lot of work with sales forces and actual for-profit and for-impact sales teams. This idea of predisposition means that we never, ever, ever make a cold call; ever. We don't cold call. We don't pick up the phone to try to get a visit. That's a cold call.

We predispose. That means they get a phone call or letter from a natural partner. It means they've been at a memorable experience. It means something has happened to allow us to make that follow up-even to get the visit. Once we've got the visit we predispose. We've got 30 minutes on that visit, gang. That's not time to talk about Notre Dame being founded in 1842 by six brothers and Father Sorin on a wintry day. OK, we've got to do some predisposition so when we get there, we can talk about wonderful things during that time together. Predisposition -- exactly what it says.

Number 31 is "the last investor". It's a metaphor. I want to leave time for questions here. It's a very powerful metaphor; I hope you get it right away. It should take me 20 seconds. If you were down to your absolute last investor -- your very last investor -- how would you treat that person? Would you send him direct mail? Would you invite him to your auction? Would you interrupt him in the middle of dinner with a phone call? Of course not.

So I would like you to look at how would you treat your absolute last investor. Because if you get them, not only do they give you a gazillion dollars, they bring all their friends with them. But if you don't present an opportunity, a great opportunity to that last investor or they say no, what happens to your organization right now? What happens? You're out of business. So I'd love for you to think about that metaphor and start treating people as if they were your last investor.

Number 32 and 33; simple but super powerful. The best way on those visits is just ask a lot of questions and listen to the answer. And actually, don't even worry about the questions. Just get out there and do the visits and then listen. Listen. Listen. Listen. Zig Ziegler's "two ears and one mouth"? It should be like 12 ears and no mouth. It's incredible what this one little thing will do for you if you just get out there and prompt

with a couple of great questions and then just listen to the answer.

And finally, stop asking for money. Here's the greatest way to get your board engaged. Here's the greatest way to raise the most amount of money is go out and share the story and then present the opportunity. Share the story and present the opportunity.

Everybody listening to this has a great story. We have a personal story. Patrick today has his personal story. Your exec has a personal story. Camp Fire USA has a story about being founded in 1910 by Luther Gulick. YMCA -- founded right around the same time. OK? How about Camp Fire and YMCA and Dr. Gulick saying to James Naismith while he was at the YMCA, "Hey, we got to find something to keep these kids busy. They're driving me crazy." And Naismith hammers up two peach baskets and basketball is born. That's a story. There's a Notre Dame story. There's a personal story. You go out and share that story and then present the opportunity to help.

Katya and Shauna and whoever, that's about 45 minutes. I think I hit all 33. I'd be more than happy to take whatever questions or anything that you guys have got right now.

Katya Andresen: That'd be terrific.

Tom Suddes: Is that OK?

Katya Andresen: That's great. Thank you so much for a...

Tom Suddes: You're welcome.

Katya Andresen: ...fabulous presentation. That was...

Tom Suddes: That was a machine gun and a fire hose and all those...

[laughter]

Tom Suddes: ... terrible analogies but I think a fun thing is, honestly though, because of the number of people that are listening that maybe everybody can just find that one or two ideas, Katya, that actually helps them. And that's why I think this was a pretty good format and I appreciate you doing it for us.

Katya Andresen: Sure. And I do hope everyone takes you up on that who's on the line and does take you up on a couple of these things. I want to remind everyone before I pitch your first couple of questions over to Tom...

Tom Suddes: Sure.

Katya Andresen: ...that you can ask him your questions by emailing fundraising123@networkforgood.org and you get to hear Tom weigh in on what you're wondering about so email us and I will read your questions to him and you can get them answered.

Here's an easy, quick question. Tina just wanted to know, you mentioned QPI on your site. Where can she find that?

Tom Suddes: Oh, let me see. It's probably www.forimpact.org/qpi. Vic is really the genius here. Just search on there for qualified prospect index. And what it is, it's a real simple weighted thing. But don't get hung up please whoever -- it's a simple question but don't get hung up on the algorithm. Just know that the idea is that it weighs capacity, relationship, gift history, timing, philanthropy; those kinds of things.

Katya Andresen: A second question which segued from that, I'm taking you back for a second to points 27-28. You talked a lot about your prospects and focusing on your best prospects. Pretty basic question but how do you find those people [laughs] if you're not sure who they are?

Tom Suddes: Well I have to tell you. The whole idea of finding prospects -- we get that question a lot because what you're thinking there is -- there should be a Wow email up from a couple of days, a couple of weeks ago on the site. It's listed under "Gold, Diamonds, and New Prospects, " Katya, or something like that.

But here's the guts of the answer to that question. First of all, you got to look in your own backyard. That's the guts of that message. Start looking close. Don't give me this line about our people are tired of giving and we need to find new prospects. Well your best prospects are the people that are giving to you right now. Those are your best prospects.

What they're tired of is being the only people that you ask. So the idea is how do you find new ones? Well what you need to find though is you need those people to help you. You need referrals. You need to use that QP3 Number 27; use your priorities and projects. For instance, if you work with kids, then you need to look for people who really are interested in helping kids. They may not even know about your organization right now. But if they're into kids and you're into kids? That's as high level as I can make it. Then those are people that you ought to talk with.

Now notice we're not talking about how you get to them yet and how you get that visit and everything else. We're just talking about identification of prospects. So we call it a pool of prospects. Look for sources, great sources of prospects. Remember the very best source of prospects are referrals. That's not saying to your board, "Give me names." It's sitting down one-on-one with your board and saying, "Help me find other people like you, Tom, that you think love what we do and would be willing to get engaged with us." Is that OK?

Katya Andresen: That's great! That's great!

Tom Suddes: And that's the best I can do right now.

Katya Andresen: And here is a little bit of a follow up question from Lee Anne from Concorde, New Hampshire. She says, "Dear Mr. Suddes we're listening to the audio conference today, great material..."

Tom Suddes: Listen it's Tom, please I can't handle the Mr. Suddes. Hey Lee-Anne, it's "OG", it's "OG" for "old guy" which is what all my grand kids call me so you can even go there. Go ahead and start I'm just kidding around.

Katya Andresen: She says that, "Tom great material and some realistic take away ideas, thanks. Question regarding the 97/3, that 97 of your money will come from 3% of your constituency. I'm working for State Life for-impact Agency in New Hampshire that has these two characteristics. One, an impact for 22 year old program that services from helping families with children in crisis, but number two this is year one for fund raising in marketing, raised beans in the past and no one knows who we are."

Tom Suddes: Great!

Katya Andresen: "With only seven more members were focusing all our time on direct meal appeals, two big fund raising appeals and a small amount of major gift. 10, 000 from individuals, 10, 000 from businesses, we don't even have a three percent constituency right now, suggestions?"

Tom Suddes: Is it Lee Anne? Is that her name?

Katya Andresen: Yes.

Tom Suddes: Lee Anne please please, please no that is so not true. So listen I'm going to flip this around on you. Young lady, your work with families and kids, the fact that you have seven board members and this is not the answer you want, I'd stop all direct mail, I'd stop doing my two special events.

I'd go immediately to major gifts and though I would start looking within the state of New Hampshire. OK? I would start looking for the very best prospects who would love what you do about families and children. Remember some, everybody listen to this. This is about the relationship to the cause and or the case and this is where I'm going with this Lee Anne.

Your cause is about your helping families and kids and children. That's your cause that's what people want to help you with. So I'm not really worried about your fund raising or anything else right now. You have the entire constituency of New Hampshire. So start looking at that for finding your 33 best.

It doesn't make any difference that you're in your first year of "fundraising" because remember, idea one, two and three right? It's about your impact. You have a great impact. Get out and meet with the most wealthy families in New Hampshire who have grand kids that's where you should start Lee Anne and then let your special events go and don't do direct mail.

Katya Andresen: We have two very careful listeners. Who wrote in who said, you went really fast today, missed it, idea number 21 getting the right people in the bus. Did you talk about that?

Tom Suddes: No you know why? Because they're so smart, because I blew right by that.

Katya Andresen: This crowd won't let you get away with that.

Tom Suddes: No this crowd won't let me so sorry and I know we're getting close to the end of time here but listen Jim Collins, this is my favorite HR line, it's my favorite hired people line and it's my favorite board line. Number 21, OK? Jim Collins has this great metaphor. Collins wrote "Good to Great" and a lot of stuff, he says, get the right people on the bus, get the wrong people off the bus and then get the right people in the right seats.

I spend a good portion of almost every training session, every talk I give, and it's amazing how many people are looking to find talented major gift officers or talented development people or even talented executive directors. So finally getting the people on the bus, getting the wrong people off the bus and then getting the right people in the right seats.

Here is where the big kicker for me, I think this applies to your board as well, everybody listening to this has board members that they know are not engaged and involved with the organization. That doesn't make them bad people but I got to tell you what, they need to get off the bus because the opens up places where you can get the right people on the bus and we are back to the return on energy piece.

It's so much more fun working with three champions on your board who love what you do than to be fighting that battle with that board member who just doesn't get it or who's still operating from the 1950's or 70's or even the 90's so get the right people in the bus gang. That's your operation.

Katya Andresen: OK, I second that by the way, if some folks of you haven't read what he wrote, it's just terrific. He does have a monograph for the social sector.

Tom Suddes: Yes, he does. A little 33-page monograph. A little red book called, "Good to Great and the Social Sector".

Katya Andresen: Yep.

Tom Suddes: It's a great read, isn't it?

Katya Andresen: It is wonderful. One of my favorites. We gave it to every one of our board members.

Tom Suddes: Good.

You know why I love it, too. It's because Collins says we need a new language. [xx], that's why I love it. Because -- you know what? -- there is a new language. It's a for-impact language, because that's really what we're about.

Katya Andresen: Great.

Tom Suddes: So go for it? You got another question? One more?

Katya Andresen: I do. I have a question here from New Zealand, no less.

Tom Suddes: New Zealand, wow!

Katya Andresen: I know. Amazing. We've got a lot of people on the phone today.

Tom Suddes: Good.

Katya Andresen: He says: "Hi, Tom. Can you talk more, please, about presenting the opportunity without asking for money? For instance, if an investor is asking, or thinking 'what do you want from me?', how do we answer that without asking for money?"

Tom Suddes: Oh, that's a good question.

Katya Andresen: And then a little bit of a related question.

Tom Suddes: OK.

Katya Andresen: Sarah Stewart -- maybe you can hit these both together - says, "This is a great presentation. I agree completely about being all yours" -- she's talking about listening -- "I'd love to hear a bit about the kind of questions you use in your visits."

You could, maybe, take those two on together to talk a little bit about how you're handling these conversations.

Tom Suddes: I can. The main thing we do is training at our Eagle Creek facility. We do a two-day training camp all around the sales process, so it's going to be hard to deal with this in 30 seconds, or 60 seconds, but I think I can touch on the answer.

When we present an opportunity, there are three things that you do on every visit. There's an opening; there's dialogue; and then there's the presentation of the opportunity.

For New Zealand, when I say "don't ask for money", here's how we translate that. I'll give you a great example: college access programs in the United States. In New Zealand, it would be kids going to camp.

Instead of asking for \$5, 000, or \$10, 000, you do the math. The math says that for \$1, 200 per kid... This young man, or young woman can go to college with a Last Dollar Grant for \$1, 200.

So when you come to the opportunity, it's not about the money. You actually look somebody in the eye, and say, "You've been great. You love what we do. Here's the opportunity: Can you help us by supporting three high school graduates going to college? Can you help us by underwriting three kids? Can you help us by underwriting 10 kids to go to camp?"

They're going to be like, "Yeah, but how much does that cost?"

You respond by saying it doesn't cost anything. It does require an investment, though, of whatever... \$320 per child to go to camp.

If you ask them to underwrite 10, you've actually asked them for \$3, 200, but you haven't asked them for the money. The idea is to tie it back to impact, not to the income side.

Katya, I'm talking around the answer to the question, and I'm sorry, but the bottom line here, is: Present the blue. Present the impact; what you're going to use it for. That's the opportunity, not the money.

So, in lieu of asking for \$10, 000, ask to underwrite three kids. Ask, "Can you help us with this program? Achieving this priority is going to have this impact. Can you help us?"

Does that make any sense?

Katya Andresen: That's terrific. I'm ready to get out my checkbook. [laughs]

Tom Suddes: Well, good. And you know what? The key is, though, you're grabbing your checkbook. Why? Not because you want to give me \$3, 200. Right?

You're writing it because you want to help me with three kids.

Katya Andresen: Right.

Tom Suddes: Correct?

Katya Andresen: That's correct.

Tom Suddes: So your checkbook is the way that you're going to help the kids. That's why it goes back to that whole idea of don't ask people for money.

Katya Andresen: That's great. On that note, one person wrote and said that they love the idea of for-impact, rather than not-for-profit. They were wondering, are they allowed to sling around that term, or do you have that trademarked?

Tom Suddes: No, my gosh, it's an open source. I'm Networked for Good; both of us, right?

Katya Andresen: Give it away.

Tom Suddes: You guys live this every day, and we live it every day.

Everything that is networked for good is up there, and they're helping you. Everything at forimpact.org is up there.

We have a lot of people who have slapped that on their designation. They actually have changed where it says, "we are a not-for-profit". And actually, if you're in different parts of the world, you're an NGO: a non-governmental organization. We have people who just put a line through that, and write, "we're a for-impact organization".

Katya Andresen: Sounds great.

Tom Suddes: So feel free to use that.

[crosstalk]

Tom Suddes: Yeah, feel free to use that in any way.

Katya Andresen: Take "not-for-profit" off your letterhead right now.

Tom Suddes: Yeah, absolutely.

Katya Andresen: Great.

Tom Suddes: I think we're out of time. At least, we're close to that hour.