

On
Prospects



BY TOM SUDDER

ForImpact | THE SUDDER GROUP

www.forimpact.org

CONTENTS

- 1 : **On Prospects**
 - The Big Question
 - The For Impact Point of View
 - Most Frequently Asked Questions
- 17 : **11 Barrier Busting Ideas**
- 33 : **Definitions**
- 43 : **The Action Plan**
- 83 : **Answers**

ON PROSPECTS

INTRODUCTION ON PROSPECTS

During the last 35 years, The Suddes Group has been involved in over 400 Campaigns that have raised over \$1 Billion. For Impact coaches have helped raise another \$1 Billion. I've made over 6,000 ("Shoulder-to-Shoulder") personal visits. My partners (Nick Fellers and Kerry Suddes) and I have also trained or presented to over 10,000 For Impact Leaders, Volunteers, Development Staff, Social Entrepreneurial Programs and Organizations. Additionally, we have worked with thousands of corporations, entrepreneurs and sales teams at our Eagle Creek Leadership & Challenge Center.

One of the big things we have learned
is the critical nature of **PROSPECTS**.

There are very, very few things in the BUSINESS WORLD, SALES WORLD, or FOR IMPACT (NON-PROFIT) WORLD that are as universally recognized as:

*"OUR BIGGEST **PROBLEM**..."*

*"OUR BIGGEST **CHALLENGE**..."*

*"OUR MOST IMPORTANT **PRIORITY**..."*

*"OUR BIGGEST **ISSUE**..."*

*"OUR MOST CRITICAL **BLAH, BLAH, BLAH**..."*

You can have **the best CAUSE or CASE** (SERVICE or PRODUCT)
in the world...

You can have the most creative, **powerful PRESENTATION TOOLS**
in the world...

You can have the absolute **BEST SALES TEAM**
in the world...

But, if you don't have 'PROSPECTS', you ain't got nothing!

This e-pamphlet and guidebook and training module is designed to help you with context, ideas, systems, and specific action plans. GO FOR IT!



Tom Suddes, Chief Visionary Officer
For Impact | The Suddes Group

INTRODUCTION ON PROSPECTS (CON'T.)

WARNING

IF... you're **NOT** going to make **VISITS**...

IF... you're **NOT** really committed to a 'TOP OF THE PYRAMID'...
'TOP-DOWN' approach...

IF... you really have **NO** intention of **PRESENTING THE OPPORTUNITY** to your TOP 33 PROSPECTS...

THEN... don't waste your time reading this...
or investing any more time in this Training Module.

**I guess if you're just trying to 'feel good' or you want to tell your Board or your boss or yourself that you are 'doing something'... then go ahead.*

Just remember:

'ACTIVITY' is not the same as 'PRODUCTIVITY'.

MOTIVATION

In the "old" Suddes Group, our Campaign Team Leaders would make 30 to 40 visits per month, usually 3 to 4 days a week and 2 to 3 weeks a month. We knew right away if a Campaign was "struggling" because the VISITS/ PRESENTATIONS weren't getting made.

I have been using a '3x3x3' model with many of our coaching clients lately. 3 visits a day x 3 days a week x 3 weeks a month. This model gets you to 27+ visits a month... and over 300 visits for the year!!!

*Think what would happen if you made 300 'shoulder-to-shoulder' VISITS THIS YEAR!!!

One of my closest friends since our days together at Notre Dame is Jim Yoder. Former partner with The Suddes Group, Jim has been running and managing large Campaigns for over 20 years. On a recent Campaign, he spent 3 days... every other week... for 3 months... working on a Funding Initiative and in that time he made:

100 VISITS!!!

100 VISITS... 100 PRESENTATIONS... **18 days!!!**

P.S. Jim had **never met** any of those prospects or potential investors before he made those visits... *and* he **Presented the Opportunity** for them to make an investment in almost every single instance.

THE BIG QUESTION

In our work with thousands of 'nonprofit' organizations, staff and volunteers, as well as sales teams in the business world, this is the most **FREQUENTLY ASKED BIG, BIG, BIG QUESTION:**

“Where do we find NEW prospects?”

It's almost always followed by this comment:

“OUR OLD PROSPECTS ARE TIRED OF GIVING, tired of buying.”

THE BIG ANSWER:

IT'S THE WRONG QUESTION!!!

It's NOT about **'NEW'** PROSPECTS...

It's about the **'BEST'** PROSPECTS!!!

* **'BEST'** = **'BEST.'** Not new, old, corporate, foundation, individual, etc.

The game is all about **MAXIMIZING RELATIONSHIPS...**
with these **BEST** and **MOST QUALIFIED PROSPECTS!!!**

THE BIG QUESTION (CON'T.)

A big part of our goal is always to help you **CHANGE THE WAY YOU THINK...** which Changes the Way you **OPERATE** and helps Change the Way you **FUND (SELL)...**

As my good buddy Tim Kight says,

“You are PERFECTLY DESIGNED to get the RESULTS you're getting.”

If you want different RESULTS... you need a different 'DESIGN!!'

I want you to **RE-THINK** some of your current assumptions... and specifically re-think the **BIG QUESTION** (Where do we find **NEW** prospects?).

The reason many of you are looking for 'NEW' prospects is because you believe:

“We have gone to the proverbial 'well' too many times.”

“We can't go back to our best prospects for more money.”

“We are taking advantage of our current relationship with our top prospects.”

To this, I would add 3 other thoughts coming from your current top givers that I also believe are very fair:

“I want you to get other people involved besides me.”

“I want you to broaden the base of support.”

“I don't want to be the only one funding this organization or this project.”

While 'expanding your base' and 'bringing in new relationships' is important to your organization, it's not the **'ANSWER'** to your funding challenges!!!

Again, the real ANSWER is:

**MAXIMIZING THE RELATIONSHIP of your
BEST and MOST QUALIFIED PROSPECTS.
At this GIVEN MOMENT.**

“Be they old, new, green, or blue!”

—Theodor Geisel aka Dr. Seuss

THE CHALLENGE TO YOUR THINKING

I'd like to **CHALLENGE** your thinking with these ideas:

LOOK IN YOUR OWN BACKYARD!

Stop 'searching the world' for new prospects/fresh money. Before you figure out how to get to Bill Gates or Warren Buffet or the Walton's... look to your own CHAMPIONS who have the strongest interest in your Cause and your Case.

VISIT WITH CURRENT TOP GIVERS.

My own experience verifies that anyone already INVESTED significantly in your IMPACT... wants to continue to help you. I would also propose that in many, many cases, you haven't really, really, really presented them with your VISION for the future. I'm pretty sure you haven't shown them a FUNDING PLAN... and where they fit! And, as strange as it seems, you probably haven't really even ASKED.

LOOK TO THE 'NEXT ROUND' OF FUNDING.

In the business world (especially with start-up organizations) an entrepreneur is constantly looking for money/funding/capital. That same entrepreneur always, always, always goes back to his initial investors! (It's called moving from 'angel' investments to 'mezzanine' rounds to 'follow-on' rounds to 'Series A, Series B', etc.)

Many times, the people who invested the most in the beginning are also the ones who will continue to invest in the next "rounds". Why? Because they're the ones who believed in the plan... and want to see it become reality.

THE CHALLENGE TO YOUR THINKING (CON'T.)

DON'T DECIDE FOR THEM.

We always need to give our top investors an OPPORTUNITY to HELP! We should never make up their minds for them. They believe in what you do. You are preventing them from experiencing an opportunity to help... because YOU have decided that you can't "ask them for any more money."

7x THE COST.

In the 'real world', it is axiomatic that it is SEVEN times more expensive (in dollars and energy) to find/create NEW customers and NEW clients than it is to KEEP existing customers or clients.

*In business, that also means selling MORE products and services to CURRENT customers, users and investors. They call it UPSSELL. UPSSELL. UPSSELL. We call it 'MAXIMIZING RELATIONSHIPS!'

THE ALCHEMIST

Here's one last 'story' on the idea of looking to your closest relationships...

I've probably given away over 100 copies of Paulo Coelho's wonderful novel called *THE ALCHEMIST*.

This story, powerful in its simplicity and wisdom, is about an Andalusian shepherd boy named Santiago, who travels from his homeland Spain to the Egyptian desert in search of a treasure buried near the pyramids. What starts out as a journey to find 'worldly goods' turns into a written meditation on a 'treasure that is found within'.

The central message of the book, which has inspired people all around the world, is simple. Again, after literally searching all over the world, Santiago found that what he really wanted was right in front of him all the time!

This is a pretty powerful lesson for each of us as individuals and our organizations.

*I hope the moral in all of these stories is clear and evident. 'FUNDING YOUR VISION' is usually about your TOP 33 INVESTORS... and perhaps your BEST 300 QUALIFIED PROSPECTS. Many of these top prospects are most likely **sitting right in front of you... right now!** (Not literally, but pretty darn close.)

FOR WHAT IT'S WORTH

If it were me... I would schedule VISITS with 3 of my absolute best CHAMPIONS (and CURRENT INVESTORS) as soon as possible. On that VISIT, I would:

1. Say THANK YOU.
2. SHARE THE VISION... THE PURPOSE, PRIORITIES & PLAN... and get their FEEDBACK and COUNSEL.
3. PRESENT an OPPORTUNITY for them to HELP.

I'm willing to GUARANTEE that 'GOOD STUFF' will happen!!!

OVERVIEW

Before we begin to provide the 'HOW TO' to your 'HOW DO'... It's important to provide a CONTEXT for the whole idea of PROSPECTING.

We have organized this as follows:

- **THE FOR IMPACT POINT OF VIEW**... especially as it relates to Qualified Prospects. (You can make this a 'chant' if you want. "F.I.... P.O.V... VIS A VIS... Q.P.")
- **10 BARRIER-BUSTING, THINK BIG IDEAS** to help in your quest to find great people with whom you can share your vision, message, impact, story, etc.
- **THE DEFINITION OF QUALIFIED PROSPECTS**
- **AN ACTION PLAN**
 - Identify
 - Prioritize
 - Strategize
- **SPECIFIC ANSWERS** to your F.A.Q.s

THE FOR IMPACT POINT OF VIEW

We started out with **your** BIG QUESTION:

*“WHERE DO WE FIND **NEW PROSPECTS?**”*

I want to pose a different BIG QUESTION:

“WHY DO YOU EVEN NEED ‘PROSPECTS’???”

Here are the beginnings of an ‘ANSWER’ to that question...
using a simplified version of our FOR IMPACT POINT OF VIEW,
and built on 3 pretty BIG INSIGHTS.

*Hopefully, you’ve seen this before. If not, you can go to
www.forimpact.org/POV and get the full concept.

“He who has a **WHY** to live
can bear with almost any **HOW.**”

—Victor Frankl quoting Nietzsche
MAN’S SEARCH FOR MEANING

■ IMPACT

IF the question is: “WHY DO WE EVEN NEED PROSPECTS?”...
My answer is: **42.**
(Just kidding. This isn’t Hitchhiker’s Guide to the Galaxy.)

The (real) answer is that you need people to help you Fund your
Vision and increase your **IMPACT!**

P.O.V. INSIGHT: 1 IMPACT DRIVES INCOME



IMPACT DRIVES INCOME

(*NOT* the other way around)

The **SIZE** and **SCOPE**
of Your
IMPACT

DETERMINES

The **SIZE** and **SCOPE**
of Your
INCOME

With all due respect and admiration...

nobody reading this has
INCOME that **MATCHES** your **IMPACT.**

The implications here (again) are that your best and most Qualified
Prospects are **INVOLVED** and **ENGAGED** with you because of
your **IMPACT!**

They actually understand that your **IMPACT** drives your **INCOME...**
and therefore understand that
the more **INCOME** (FUNDING) that you have...
the more **IMPACT** you can have.

P.S. THESE ARE THE PEOPLE YOU ARE LOOKING FOR!!!

P.O.V. INSIGHT: 2 BE FOR IMPACT



STOP defining yourself in the NEGATIVE!



BE **FOR IMPACT!**

Here's a different question, one of those quantum leap, metaphysical, "What the 'bleep' do we know?" QUESTIONS:

"WHY do we even call ourselves 'NOT-FOR-PROFIT'???"

The implications of this question and the move from 'Not-For-Profit' to **FOR IMPACT** should be pretty obvious.

Your best prospects are not interested in the fact that you are "nonprofit" or that you are a "charity" or "tax-exempt".

They don't wake up in the morning and shout:

"Yee-haw! We don't get to make any money today!"

They want to help you with your **IMPACT...**

They want to **INVEST** in your **CAUSE...**

They want to help you **FUND YOUR VISION!**

* Please don't gloss over this. It is actually a great ANSWER to many of your QUESTIONS about 'PROSPECTS'!

P.O.V. INSIGHT: 3 JUST ASK



You're In **SALES.**
GET OVER IT.
GO. NOW. **JUST ASK!**

Here are the incredibly simple 'PROSPECT' implications of this insight:

IF... we're in '**SALES**' (and we are!)

And, **IF...** we need to **JUST ASK** (which we do!)

THEN... we need PEOPLE (PROSPECTS) to SELL TO (**JUST ASK!!**)

JUST ASK: A SIMPLE STRATEGY

In the **FOR IMPACT** world, one big epiphany/insight is that our **IMPACT** drives our **INCOME...** not the other way around. Here's how that plays out:

JUST ASK ... For Help

JUST ASK ... For Involvement

JUST ASK ... For Engagement

JUST ASK ... For Feedback

JUST ASK ... For Underwriting

JUST ASK ... For Sponsors

JUST ASK ... Power Questions

JUST ASK ... Transition Questions

JUST ASK ... Any Questions

JUST ASK ... the LAST INVESTOR...

to join you AT THE "TOP OF THE MOUNTAIN."

***JUST DON'T ASK FOR MONEY!!!**

What do I mean by *NOT ASKING FOR MONEY?* NO ONE likes to ASK their FRIENDS (or even strangers for that matter) for MONEY!!!

So, we don't "ASK FOR MONEY"...

WE PRESENT THE OPPORTUNITY ... TO HELP FUND THE VISION.

CHANGE YOUR VOCABULARY

One of the most powerful tools we use in our training and coaching is helping to CHANGE YOUR VOCABULARY.

In effect, we need to create an entirely new language and lexicon to help us IDENTIFY, PRIORITIZE and STRATEGIZE **Qualified Prospects**.

Here is the highest level of our CHANGE in VOCABULARY:

OLD WORDS	NEW WORDS
NOT FOR PROFIT	FOR IMPACT
CHARITY	CAUSE
MISSION STATEMENT	MESSAGE
SURVIVAL	VISION
INFORM	INVOLVE
ON THE BOARD	ON BOARD
COMPETITION	COLLABORATION
DONOR (DONATION)	INVESTOR (INVESTMENT)
'WARM FUZZIES'	RETURN ON INVESTMENT
SPECIAL EVENTS	MEMORABLE EXPERIENCES
TRANSACTIONS	RELATIONSHIPS
DONOR CULTIVATION	MAXIMIZE RELATIONSHIPS
APPOINTMENT	VISIT
ASK FOR MONEY	PRESENT THE OPPORTUNITY

CHANGE YOUR VOCABULARY (CON'T.)

THE IMPLICATION OF CHANGING YOUR VOCABULARY IS PRETTY CLEAR:

Changing the way you TALK...
helps change the way that you ACT!!!

As you look to IDENTIFY PROSPECTS, you should be looking for people to 'INVEST' in your Cause or your Case.

Your absolute best and most **Qualified Prospects** will totally and absolutely gravitate to this concept of 'INVESTMENT' and 'RETURN ON INVESTMENT'.

REMEMBER, if they want to 'DONATE' something... they can give blood or organs!!!

P.S. Like any new "language", the fastest way to make progress is usually '*TOTAL IMMERSION.*'

STOP doing the 'nonprofit', 'charity', 'survival thing.'

STOP 'competing' with other 'non-profits.'

STOP with the 'special events' and the 'transactions.'

STOP 'asking for money!'

STOP any reference whatsoever to 'DONORS' or 'DONATIONS' or 'DONOR CULTIVATION!!!'

11 BARRIER- BUSTING IDEAS ON PROSPECTS

11 BARRIER-BUSTING IDEAS ON PROSPECTS

Here are 11 BARRIER-BUSTING, THINK BIG IDEAS to help you in your quest for GREAT PROSPECTS:

1. **RELATIONSHIPS**
2. **VISITS**
3. **“SPEND MORE TIME WITH BETTER PROSPECTS”**
4. **97/3** 
5. **THE MASTER PROSPECT LIST**
6. **RETURN ON INVESTMENT [ROI]**
7. **RETURN ON ENERGY [ROE]**
8. **CALL RELUCTANCE**
9. **THE \$1M INVESTOR**
10. **THE LAST INVESTOR**
11. **“GET GOOD NAMES”**

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

1. RELATIONSHIPS.

No more ‘*TRANSACTIONS!*’

Our goal is always about RELATIONSHIPS.

(LIFETIME, if possible.) In fact, the goal of every Development Office and Development Officer (by title or role or responsibility) is to:

**MAXIMIZE THE RELATIONSHIP...
AT THIS GIVEN MOMENT.**

“There is only one rule of FINANCIAL SUCCESS: Know the DIFFERENCE between a LIABILITY and an ASSET.”

—Robert T. Kiyosaki, *RICH DAD, POOR DAD*

“There is only one rule of FINANCIAL SUCCESS:
Know the DIFFERENCE between a
TRANSACTION and a RELATIONSHIP.”

—Tom Suddes, *THE FOR IMPACT MANIFESTO*

REMEMBER:

You can't ‘MANAGE’ a RELATIONSHIP you don't HAVE!

And, you can't ‘HAVE’ a RELATIONSHIP until you figure out WHO you need to have a RELATIONSHIP with, (in order to maximize, etc.).

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

2. VISITS

This is the end game. The premise, the assumption, the principle behind the idea of 'MAXIMIZING RELATIONSHIPS'.

Again, the point is to figure out WHO you need to VISIT with... IN WHAT ORDER... WHAT'S THE STRATEGY... WHO GOES WITH YOU, etc.

*Remember the **WARNING** at the beginning!
If you are not committed to making 'SHOULDER-TO-SHOULDER' VISITS with your very best prospects... you're really wasting a lot of time and energy reading or listening to this stuff.

3. "SPEND MORE TIME WITH BETTER PROSPECTS"

Brian Tracy is probably one of the top sales trainers and motivational speakers in the world. This is my favorite line from him, especially as it relates to **SALES!!!**

If you truly believe in 'SALES', then it becomes pretty obvious that we need to figure WHO are these "BETTER PROSPECTS." Then, we need to make sure that we "FIND MORE TIME" to spend with them!!!

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

4. 97/3

97% of all your **INCOME**
(SALES/REVENUE) will come from

3% of your **PROSPECTS**
(Portfolio/Community/Family).



This is a fact. Don't fight it. Deal with it.

**The whole '80/20', Pareto the Italian Economist thing is soooooo 1980. (Actually, it was in the 18-somethings)*

97/3 just reinforces the need for finding your BEST and most QUALIFIED PROSPECTS!

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

5. THE MASTER PROSPECT LIST

The MPL is one of the biggest ideas in our SALES and PROSPECTING Process. It's a system of rating and ranking your best and most Qualified Prospects in DESCENDING ORDER OF IMPORTANCE!!!

(D.O.I. not D.O.A. It's not a 'hit' list!)

'PRIORITIZATION' is the centerpiece of our Prospect system.

Here are 3 ways to ACT:

1. RATE & RANK Your Prospects. (MPL)*
2. Assign a RELATIONSHIP MANAGER. (Portfolio)
3. Identify NATURAL PARTNERS. (Visits)

The MPL is not a random group of names nor an alphabetical list! The MPL ranks ALL of your prospects, not just 'individuals' or 'corporations'.

This is ART and SCIENCE.

At the very least, you will know your TOP 3, TOP 10, BEST 33, etc.

* For help, download our Q.P.I. (Qualified Prospect Index).

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

6. RETURN ON INVESTMENT. (R.O.I.)

Just a reminder about the \$100 BILLION OPPORTUNITY. McKinsey and Company is supposed to be one of the "best" consulting firms in the world. They had ex-Senator Bill Bradley heading up the "Not-for-Profit" Division. They've been paid a lot of money from some big nonprofit organizations to do "studies," etc.

Their White Paper, The \$100 BILLION OPPORTUNITY, talks about **"philanthropic and other nonprofit institutions leaving \$100 Billion on the table!"**

There were five recommendations.

The first was REDUCE FUNDING COSTS! Duh? The big idea here was around MAJOR GIFTS, even though they didn't use that exact wording.

RETURN ON INVESTMENT, as it relates to prospects, simply reinforces the need to be **focused** on the very top of our prospect list.

Again, this is the most effective way to raise the most amount of money at the least cost! (Thereby gaining the greatest RETURN ON INVESTMENT).

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

7. RETURN ON ENERGY (R.O.E.)

One of the most important reasons we're trying to IDENTIFY and PRIORITIZE our best prospects is so that we can FOCUS on our very best, 'TOP OF THE PYRAMID' Prospects.

Here's a wonderful story about LIONS, MICE & ANTELOPES to help you understand this principle/concept of RETURN-ON-ENERGY.

A lion can actually capture, kill and eat a field mouse.

However, it turns out that the ENERGY expended is greater than the caloric content of the mouse.

If a lion spent his whole day hunting and eating field mice... it would slowly starve itself to death!

A lion cannot live on mice. Lions need antelope. Antelope are BIG.

While they take more speed and strength to capture and kill... once killed, they provide a huge feast for a lion and its pride.

A lion can live a long and happy life on a diet of antelope. It will die "chasing mice".

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

7. RETURN ON ENERGY (R.O.E.) (CON'T.)

If you're spending all of your time and energy going after "field mice", your short-term reward is a feeling of 'ACTIVITY', and maybe even 'ACCOMPLISHMENT'.

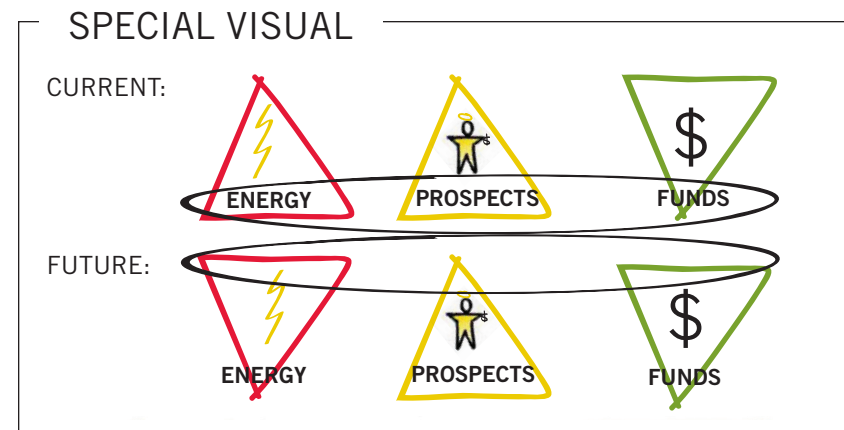
However, in the long run, you're going to die.

The lesson, as it relates to QUALIFIED PROSPECTS, is about spending your day CHASING MICE or HUNTING ANTELOPE.

Do we even know the difference? Do we know who our antelope are? Are we going to continue doing 'special events' that aren't 'special', aren't 'events' and are primarily focused on 'MICE'?

Or, are we going to focus on our very BEST and most QUALIFIED PROSPECTS?

(This is a story. It's meant to convey an idea. Don't take the whole "kill" or "antelope" thing too literally.)



11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

8. CALL RELUCTANCE

Why aren't we out ASKING? SELLING? MAKING MORE VISITS?

MAKING MORE PRESENTATIONS?

Why is 'CALL RELUCTANCE' one of the biggest challenges in all of 'SALES'?

I was called into a very well known university that was trying to deal with this whole issue of "CALL RELUCTANCE." (It was so bad, in fact, that they had brought in a psychologist for two days! Even then, the staff was still very, very reluctant to actually get out in the field and JUST ASK. The "psycho-babble" didn't help.)

I told the Chancellor I could handle the issue of CALL RELUCTANCE in under 3 minutes (not 2 days).

Here's what I told them:

There are 3 main reasons for CALL RELUCTANCE:

- 1 : You don't BELIEVE in what you are "selling".
- 2 : You're not sure you are "selling" to QUALIFIED PROSPECTS.
- 3 : You're not PREPARED to "sell".

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

8. CALL RELUCTANCE CON'T.

How do you deal with these 3 issues?

- 1 : If you don't believe in what you're selling, you should **change jobs**. Today. Besides the obvious issues about loving what you do, being passionate about your organization, company, service, product or whatever... your 'DIS-BELIEF' will be transparent/obvious to everybody you're with. How are people going to "buy" from you when they see that you don't believe in what you're "*selling???*"

*Great SALES people sell with ENTHUSIASM. The last four letters are I.A.S.M. I Am Sold Myself

- 2 : This whole idea of being with a 'QUALIFIED PROSPECT' is why you are reading this. I hope it helps to simply state that you need to STOP "*cold calling*" and START "*selling*" to those who are able to "buy"/"invest".
- 3 : There is only one person to blame if you're not PREPARED. (And it's not me.) Preparations includes:

Understanding 'WHAT' YOU'RE SELLING and 'WHY' YOU'RE SELLING it.

Knowing HOW you're going to OPEN. CREATE DIALOGUE. PRESENTING THE OPPORTUNITY.

PREPARE. PRACTICE. PERFORM.

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

8. CALL RELUCTANCE CON'T.

Having consulted, coached and trained thousands of For Impact staff and boards and volunteers, I've found that many people's response to 'call reluctance' is tied to the word **FEAR**. **FEAR** of rejection. **FEAR** of the unknown. **FEAR** of the person they're with.

It was Canfield or Hansen who said:

"FEAR is False Expectations Appearing Real."

Good old FDR said:

"The only thing we have to FEAR is FEAR itself."

Dr. Phil says something like

"BUILD A BRIDGE... and then GET OVER IT..."

YOU'RE IN SALES.

SALES is about **VISITS.**
PRESENTATIONS.
PRESENTING OPPORTUNITIES.

It's not about YOU! It's about your investors or clients or customers. It's about your solution or your vision. It's about the wonderful services and products that you deliver.

Special Note: In over 6,000 one-on-one visits/presentations, I have never been shot.

A couple of people tried to take a swing at me, but no blood, no harm, no foul.

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

9. THE \$1M INVESTOR (THE \$1M SALE)

Frank Sullivan was my first mentor and perhaps the best life insurance salesman in the world. He was also a Trustee at Notre Dame and a friend. One of the most important things I learned from Frank very, very early in my sales/development career was this:

"It's easier to sell a \$1M life insurance policy to a **QUALIFIED PROSPECT**... than it is to sell a \$10,000 policy to a relative!"

This didn't seem like much at the time. Over the years, it's been huge!

It reinforces, again, the absolute critical nature of not just **IDENTIFYING** but also **PRIORITIZING** your very best and most **Qualified Prospects**.

* Think of this \$1M investment as a **TRANSFORMATIONAL GIFT!**

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

11 BARRIER-BUSTING IDEAS ON PROSPECTS (CON'T.)

10. THE LAST INVESTOR

This is a metaphor that might just be the break you need to make a Quantum Leap!!

WHAT IF... you were down to your very LAST INVESTOR (aka "Donor")

WHAT IF... the fate and future of your organization and CAUSE were entirely up to one LAST INVESTOR?

Think about it:

IF... you convince them of your vision... communicate your impact and mission,... involve them in your leadership process...

THEN... they will MAXIMIZE their INVESTMENT... and, bring along OTHERS to COMMIT and INVEST.

HOWEVER... if they don't 'GET IT'.... They're history. They're gone.

If you can't communicate your MESSAGE in a clear, concise and compelling fashion (consistently), then they will be polite, but still gone.

The proverbial bottom line is simple:

If you present to THE LAST INVESTOR...
and THEY DON'T INVEST...
you are 'OUT OF BUSINESS'.

CHALLENGE: How can you use this metaphor of LAST INVESTOR to change the way you approach your best PROSPECTS?

11. GET GOOD NAMES

Frank Sullivan must have written his book *THE CRITICAL PATH TO SALES SUCCESS* just for me. It is filled with wonderful ideas and lessons. Here are 3 nuggets:

1 : Create a profile of what your \$1M PROSPECT looks like. (We'll cover that under Ideal Profile.)

2 : You'll never make a \$1M 'SALE' unless you make a \$1M 'ASK'!

**Again, please don't read any further if all you're going to do is sit around for months and come up with names and do research, etc.*

You're only allowed to continue reading IF you're actually going to get out and **JUST VISIT/JUST ASK!**

3 : You must RATE all of your prospects, so you can see who is on the "top", and deal with them accordingly. (We'll go deeper here under our Master Prospect List.)

Frank had five activities that every salesman must perform, in order of importance.

1 : Establish goals.

2 : Get good names(!)

3 : Make the approach.

4 : Make the presentation.

5 : Make the customer a client.

His #2 Activity says it all: **GET GOOD NAMES!!!**

***Now you can see why Frank was a master at selling, not just life insurance, but Notre Dame and everything else. Although I've revised my own "sales system" and the For Impact Sales Process many times over the years, I can still go back to Frank's "5 Steps" and tie much of what I've done back to these activities.*

DEFINITIONS

DEFINITION: QUALIFIED PROSPECT

We all know, either intuitively or from real experience, that ‘MAJOR GIFTS’ are the best way to raise the most money at the lowest cost!

We have also highlighted other important reasons ‘WHY’ you need QUALIFIED PROSPECTS.

Let’s take a moment to actually *define* a “QUALIFIED” “PROSPECT.”

In Daniel Webster’s world,

“QUALIFIED” means: “Meeting the proper standards and requirements.”

“PROSPECT” means: “A potential or likely customer or client.”

In the FOR IMPACT WORLD,

the words ‘QUALIFIED’ and ‘PROSPECT’ mean:

**A POTENTIAL INVESTOR...
who has both
CAPACITY and RELATIONSHIP!!!**

**Just “breathing” is not a qualifier!!!*

“Begin with the end in mind.”

The ultimate goal is to Fund your Vision.

Working ‘backwards’, you would:

- 6 : MAXIMIZE RELATIONSHIPS At This GIVEN MOMENT!
- 5 :PRESENT The OPPORTUNITY!
- 4 : Just VISIT!
- 3 : STRATEGIZE.
- 2 : PRIORITIZE.
- 1 : IDENTIFY.

DEFINITION: CAPACITY

‘CAPACITY’ means exactly what it says:

The FINANCIAL CAPACITY to make a significant INVESTMENT in your CAUSE or your CASE.

CAPACITY can be a function of INCOME, ASSETS or ESTATE, but it has nothing to do with how much you “think” they will give! It’s what they could give if they wanted to! (Assuming you have a great PRESENTATION action!)

SPECIAL NOTE

Explaining CAPACITY doesn’t need a lot of words/space, but I don’t want to be “wishy-washy” on this.

‘Nice people’ with **NO CAPACITY (\$)**...
are **NOT QUALIFIED PROSPECTS!!!**

This doesn’t make them “bad” people. It just keeps them **off** your Master Prospect List.

One more thing: CAPACITY is the ‘FINANCIAL’ CAPACITY (Think RESOURCES) to help FUND YOUR VISION!

DEFINITION: RELATIONSHIP

I've spent a lot of 'real time' with 'real people' in the 'real world'. I'm amazed at how many times I've heard this:

"We don't 'ASK' ...because we don't have a RELATIONSHIP!"

This 'ASSUMPTION' leads to a lot of 'BAD STUFF':

"CULTIVATION" (spreading manure on people), *"MULTIPLE APPOINTMENTS"* (with NO ASK), *"RELUCTANCE TO EVEN MEET,"* (you can't present if you don't show up), etc.

'RELATIONSHIP' in our world means a RELATIONSHIP with:

The CAUSE	The CASE	The ORGANIZATION
The PRIORITY	The PROGRAM	The PROJECT
The COMMUNITY	The REGION	The PEOPLE

DEFINITION: RELATIONSHIP (CON'T.)

The more I think about this, the more I realize these people are using two very wrong concepts to define the RELATIONSHIP: 'GIFT HISTORY' and 'PERSONAL':

■ GIFT HISTORY

Many (most?) organizations define *RELATIONSHIP* (especially as it relates to *Qualified Prospects*) by GIFT HISTORY!

GIFT HISTORY has NOTHING to do with RELATIONSHIPS!

(Please read this 3 times... spin around... and read again!)

The gift history only conveys the current response to the current method of presenting the opportunity. It gives no indication of the true relationship, nor conveys the funding potential or opportunity!!!

■ PERSONAL HISTORY

The other really big *RELATIONSHIP* misunderstanding is around the *Qualified Prospect* having a 'PERSONAL' relationship or 'PERSONAL' contact with the organization.

This is not about the RELATIONSHIP to 'someone.'

It's the (in many cases obvious) RELATIONSHIP to the CAUSE or the CASE.

DEFINITION: CAUSE VS. CASE

The most important 'RELATIONSHIP' is the one with either your 'CAUSE' or your 'CASE' (or, ideally, BOTH!).

This 'CAUSE/CASE' is a really, really, really BIG IDEA. It can help change the way you IDENTIFY and PRIORITIZE your prospects. Pay attention.

■ THE 'CAUSE'

Here are some **big** 'CAUSES':

- 'Homelessness'
- 'Poverty'
- 'Domestic Violence'
- 'Kids'
- 'Education'
- 'Environment'
- 'Alzheimers'
- 'Lung Disease'
- 'Cancer'
- 'College Access'
- 'Youth Development'
- Etc.

The 'CAUSE' is not about you or your organization.

It's about the BIG PICTURE... the VISION... the PROBLEM... or the CHALLENGE.

SPECIAL NOTE

This 'CAUSE' thing is a very big deal. It allows you to think way outside the 'box' of who you know, who knows you, who's giving to you now, etc.

This idea has helped hundreds of organizations bring 'NEW' prospects and investors to the proverbial table.

■ THE 'CASE'

The CASE, on the other hand, is about... YOUR ORGANIZATION. YOUR SOLUTION. YOUR SERVICES.

Your 'CASE' is the RATIONALE FOR SUPPORT... of your SOLUTION, SERVICE, or IMPACT.

The 'CASE' is where you explain your message, your priorities, your distinguishing characteristics, and more about your organization. Ideally, anybody who is directly involved with your 'CASE' or your ORGANIZATION... is also highly likely to have a strong relationship with your CAUSE.

EXAMPLES: CAUSE/CASE

Let me give you 3 quick, specific examples as they relate to 'CAUSE'/'CASE.'

Example: 1

If you are a EDUCATIONAL INSTITUTION (school) and you have a prospect who is an ALUM or a PARENT (past or present) ... then they have a RELATIONSHIP. Their 'PERSONAL' relationship with staff, or how many time they've been back to campus, or whatever is not relevant!

They do NOT need 'CULTIVATION'... they need a PRESENTATION!

Example: 2

If you are doing anything that has an IMPACT on your COMMUNITY, be it social service, economic development, education or leadership ... then ANY 'COMMUNITY LEADER' is a good prospect! They will understand the 'CAUSE'.

You simply need to help them understand the CASE FOR SUPPORT (your organization).

Example: 3

Let's say you're working in the area of 'CANCER.' Then, literally, everyone is a "PROSPECT!" Why? Because every one of us has been or will be "touched" by CANCER... personally, or within our family, friends or business acquaintances. (Many of us also have a strong likelihood of getting the big 'C' ourselves.)

To narrow down this huge pool to better Qualified Prospects, you would look for 'SURVIVORS' or for those who have had a close family member 'touched by cancer.' Then, you make your 'CASE' to prospects with a very strong RELATIONSHIP to the CAUSE.

RELATIONSHIPS: WHERE DO WE START?

(A field note)

Many a committed and dedicated Social Entrepreneur, For Impact Leader or Staff Person has grabbed us after a talk or presentation and said:

“We have no *RELATIONSHIPS*.” (You know the answer here.)

“We have no real *GIFT HISTORIES*.” (Same here.)

“WHERE DO WE START???”

You now know how I answered the first two questions.

The “*Where do we start*” answer goes like this:

1 : Find your very, very, very **best 3 CHAMPIONS**.

- Get them ENGAGED.
- Get a VISIT.

2 : Ask them to **REFER 3 more** people each.

- Get those 9 people ENGAGED.
- Get VISITS.

3 : **Do it over. And over. And over again.**

“Renew thyself daily. Do it again. And again.
And forever again.”

—Thoreau

ACTION PLAN

ACTION PLAN

In our For Impact Sales Process, there are 3 very important components within PREPARATION.

- 1 : The CASE (*"WHY"* You Are SELLING!)
- 2 : PRESENTATION DESIGN (*"HOW"* You Are SELLING)
- 3 : QUALIFIED PROSPECTS (*"WHO"* you are SELLING TO...)

In working with thousands of nonprofit organizations, we have found that the BIG issues around QUALIFIED PROSPECTS are really a function of not having a SIMPLE SYSTEM to help you know what to do and how to do it.

Here are the 3 big steps... the 3 most important things you need to do when it comes to QUALIFIED PROSPECT ACTION:

- 1 : IDENTIFY
- 2 : PRIORITIZE
- 3 : STRATEGIZE

■ MY GUARANTEE

We are going to go deeper into each of these action steps, but I am going to GUARANTEE you that if you:

- Simply IDENTIFY a pool of very good prospects...
- And then PRIORITIZE those prospects top down...
- And then STRATEGIZE each of your best prospects...
- You will take the proverbial 'QUANTUM LEAP'...
in your FUNDING and your INCOME!

HOW TO IDENTIFY, PRIORITIZE, STRATEGIZE

■ IDENTIFY Prospects: 6 Sources

- 1 : Low-Hanging Fruit
- 2 : Referrals
- 3 : Ideal Profiles
- 4 : The magic formula
- 5 : Target sectors
- 6 : Women rule

■ PRIORITIZE Prospects: 3 Mandates

- 1 : Rate
- 2 : CREATE
- 3 : Order

■ STRATEGIZE Prospects: 3 Checklists

- 1 : Discovery checklist
 - Discovery sheet
- 2 : Strategy checklist
 - Strategy map
- 3 : Presentation checklist

IDENTIFY

■ SOURCES

THE BIG IDEA: Specific Sources And Screening

It doesn't make a lot of sense to sit down by yourself or with a small group of people and begin going through an 'alphabetical list' of 10,000 names! (*You might as well just start looking through the phone book.*)

Establish a **SYSTEMATIC SCREENING PROCESS** to produce a legitimate 'POOL' of PROSPECTS (or, as some people call them, 'SUSPECTS'). To create your best group of **QUALIFIED PROSPECTS**, you need to pull together 'NAMES' from as many SOURCES as possible.

In 'prospecting for dummies' language, you are trying to BUILD the best LIST of NAMES in order to SCREEN and RATE your prospects.

Following are the 6 SOURCES you can use to accelerate prospecting:

- 1 : Low-Hanging Fruit
- 2 : Referrals
- 3 : Ideal Profiles
- 4 : The Magic Formula
- 5 : Target Sectors
- 6 : Women Rule

SOURCES: LOW-HANGING FRUIT

1. LOW-HANGING FRUIT

Remember: GOLD, DIAMONDS, OIL!

Mixing metaphors, the reference here is Qualified Prospects that are "easy to pick"!!

ACTION: Go to your D-Base Manager, eTapestry, Raiser's Edge, Banner or whatever... and ask 'Hal' to spit out these lists:

- A Top Down Current (ANNUAL GIVING) List.
- A Top Down Cumulative (HISTORICAL GIVING) List.

These 'lists' give you a great place to start with those who are already giving!!

Although we've already covered why 'GIFT HISTORY' is not the best way to view prospects, this concept of "low-hanging fruit" suggests it doesn't make much sense to NOT visit/present/ask our best 'GIVERS'!!! Hence the 'TOP DOWN' nature of the lists.

Special, Special Note: Please don't "SILO" your thinking!!! ANNUAL FUND vs. SPECIAL EVENT vs. 'CAMPAIGN' vs. GRANTS vs. PLANNED GIFT. Look at ALL your "GIFTS"!!!

*I've seen these lists NOT include gifts/investments of \$1M and more... because they were Planned (Estate) Gifts!!! These INVESTORS should have been near the TOP of the list. Instead, they weren't even ON the list!!!

SOURCES: REFERRALS

2. REFERRALS

Referrals are the Absolute Best (No Brainer) SOURCE of your most QUALIFIED PROSPECTS! When a CHAMPION or CURRENT INVESTOR tells you that someone is a 'GOOD PROSPECT', don't ask a lot of questions... just put them on your PROSPECT LIST!!!

*Obviously, you should get as much information about the referral (prospect) from the referring source to help you with the STRATEGY.

Here some thoughts on REFERRALS.

- Make a PLEDGE to yourself that you will never, ever, ever leave PROSPECT or a VISIT without asking for REFERRALS!

***Here's a great tip:** Simply ask:

"Do you know of other people LIKE YOU who believe in what we do... or who are interested in this Cause???"

- For LEVERAGE, MOMENTUM and MEMBERSHIP (in your Leadership Societies or giving programs), you just can't beat the whole concept of REFERRALS.

***Another tip:** Simply ask:

"Are there others who can JOIN YOU in the President's Circle or Legacy Society or Leadership Program???"

SOURCES: REFERRALS (CON'T.)

- From the **ONE MINUTE SALES PERSON:**

"After I sell on PURPOSE, people feel good about what they bought and about themselves. And so they give me invaluable REFERRALS."

Think about this. If we really are meeting with great prospects who ultimately INVEST in what we do... they really do feel good about themselves and about their 'INVESTMENT'. ALL of them should not just be willing but excited to share names (REFERRALS) with you.

Special Note: That does not mean that every one of them wants you to 'USE THEIR NAME'! Again, you can simply ask:

"Would you be willing to help with this (REFERRAL)? Can I use your name? Would you send a pre-disposition note to help set up the visit?"

SOURCES: IDEAL PROFILE(S)

3. IDEAL PROFILE(S)

I'm absolutely stunned, amazed and flabbergasted that so very few organizations and sales teams actually take the time to define what their 'IDEAL PROSPECT' looks like! (This is just as true in the 'FOR PROFIT' world as it is in the 'NOT FOR PROFIT' sector.)

Nick and I worry about burying this BIG IDEA too deep in the 'hierarchy of information';

An Ideal Profile is one of the most powerful TOOLS that we use during our IDENTIFICATION PROCESS. Don't blow by this one. It has created many, many 'MILLION DOLLAR' PROSPECTS... and INVESTORS.

Here's the idea: if you can actually come up with a PROFILE of your BEST PROSPECT/ INVESTOR... then you simply have to MATCH this IDEAL PROFILE with REAL PEOPLE!

In essence, this IDEAL PROFILE would be a simple 'list' of absolute best characteristics of your PERFECT (IDEAL) PROSPECT. For example:

- Capacity Unlimited
- Commitment To The Cause (Kids, Education, Cancer, Workforce Development, Disadvantaged, Etc.)
- Engaged In The Case (Your Organization, Your Solution)
- Geographically Impacted
- Interest/Connection To The Priorities, Programs Or Projects

Note: You can come up with more than one 'ideal' profile. For example, an Ideal Profile for a campaign for a transformational gift, for a legacy commitment, etc.

SOURCES: MY IDEAL PROFILE

■ MY OWN PERSONAL IDEAL PROFILE

This 'PROFILE' works for me in almost every situation and organization:

- Someone who is ready to move from SUCCESS to SIGNIFICANCE!
- Someone who has had the 'Bill Gates-in-the-shower' epiphany ("I can't take all of this with me").
- Somebody who has been very "successful" financially in the business world and who is now committed to making an IMPACT on the world.
- He or she has already taken care of their family and their own *needs*," as well as their *wants*." There is still plenty left.

Special Note: Taking this a little deeper, my very best Ideal Prospect is someone who has actually moved from STRUGGLE to SUCCESS to SIGNIFICANCE! For me, that means a WEALTHY ENTREPRENEUR!

They know what it's like to start things... to overcome obstacles... to make a difference. Plus, there's no "committees"! (They can make a decision. This is my "favorite" prospect!

SOURCES: IDEAL PROFILE (EXAMPLES)

■ EDUCATION IDEAL PROFILE

Any school should be looking (ideally) for:

- A Very Wealthy Alum
- Also, A Current Parent
- Also, A Current Board Member
- Also With A Significant Gift History!

(Trust me. If you've got somebody who fits this profile, and you're a school... you need to go visit with them tomorrow!)

■ COMMUNITY IDEAL PROFILE

If you have a great Cause or Case that impacts your Community, you might be looking for the *BIG "C"* IDEAL PROFILE:

A Current, Committed, Champion who is Connected to the Cause, the Case and the Community (with large sums of Cash/Currency).

■ A SOCIAL SERVICE OR HEALTH CARE IDEAL PROFILE

It would be great to visit with:

- A Very Wealthy Survivor (of Cancer, AIDS, etc.)...
- Or A Parent or Child of a Survivor...
- Who wants to Impact Others
- And, through you, can help Save Lives, Reduce the Incidence of the Disease and Improve the Quality of Life of Those Touched.

■ ENDOWMENT IDEAL PROFILE

("Legacy" Profile) Any organization looking to increase their ENDOWMENT needs to look for the IDEAL 'LEGACY' PROFILE...

- An Older Person or Couple (65+)
- With Significant Resources/Assets...
- Connected to your Cause and your Case...
- And Willing to consider a Legacy/Planned Gift.

SOURCES: IDEAL PROFILE (EXAMPLES) (CON'T.)

Special, Special Note: *Using this ideal profile technique works great with your BOARD! It's specific. Simple. Successful. And, it beats the daylight out of 'give us names.'* (How's that working for you?)

To help you understand this further, here are some examples from the PRIVATE SECTOR:

■ A LIFE INSURANCE IDEAL PROFILE

Someone who has just had a dramatic change in their circumstances (marriage, new child, new business) and significant 'protection' issues. Even better is an entrepreneur or 'key man' in a business partnership who need 'buy-out' protection.

■ NETWORK MARKETING IDEAL PROFILE

Someone with a passionate interest in independence and financial freedom, a strong commitment to family, a sales or entrepreneurial background, and major frustration with their current situation.

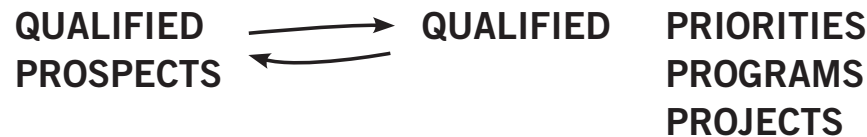
■ ATHLETIC CLUB IDEAL PROFILE

Great prospects would be committed to changing their lifestyle, know they need a program and help, and realize that the quality of their life is a function of their health.

SOURCES: THE MAGIC FORMULA

4. THE MAGIC FORMULA: QP ↔ QP³

I call this formula 'MAGIC' because it has 'magically' produced some amazing 'new' names/prospects... that have turned into big-time investors!!



Here's the TRANSLATION:

■ QP → QP³

The 'arrow' from 'QP' towards 'QP³' means that when we are on a visit with our Qualified Prospect we are ASKING THEM to help pick the AREA OF INTEREST!

For us, that question is almost always tied to the '3 BUCKETS' or the 3 CIRCLES that represent the priorities of the particular initiative, e.g. People, Program & Place; Research, Education & Service; etc.

We simply ask: *"Which one of these is most important to you?"*

■ QP ← QP³

The 'arrow' going the other way (from QP³ to QP) is the real 'MAGIC' for more and better prospects!

The idea here is to take a particular Program, Project or Priority (a building project, a 'Green' initiative, a new treatment program, high-level training of your best people, etc.)... and actually generate names of prospects or potential investors who are 'connected' to the 'QP³! The beauty of this is that they may not be RELATED (Relationship) to your Cause or your Case at the moment... but because they have a specific interest in this Program, Project or Priority... they become potential PROSPECTS!!!

SOURCES: THE MAGIC FORMULA (CON'T.)

Here are some examples:

- You do great work with KIDS. You need help at your CAMP. There are a number of BUILDING PROJECTS. And, you'd like to be more GREEN. You would then look to find entrepreneurial contractors, with kids, who have an environmental focus and who might be willing to help with that project.
- You have an opportunity to create a NATIONAL MODEL within your specific CAUSE (Homelessness, Domestic Violence, Autism, etc.) You would then look for a NATIONAL FOUNDATION who is already committed towards this particular Cause (but may know nothing about you or your organization or your Case).
- Perhaps you need more TRAINING for YOUR PEOPLE. You could talk to training companies or training departments within large companies.
- New Kitchen Area? Restaurants. New Science Lab? Engineering Firms, Pharmaceutical Companies, etc. And on and on and on.

Special Note: The best way to make this work is to simply LIST all of your PRIORITIES, PROGRAMS and PROJECTS... and then brainstorm **who** would fit/be interested in those QP³!!!

SOURCES: TARGET SECTORS

5. TARGET SECTORS

The idea here is to specifically look at sectors that 'FIT' your CAUSE and/or your CASE.

Some examples:

- If you're a social entrepreneur with a new and better way to provide a social service, you should target WEALTHY ENTREPRENEURS in your community. ('Like-Kind' Thinking)
- A critical community project in education, such as a College Access Program, should look to high-profile, wealthy COMMUNITY LEADERS... who know that education, dropout rates, graduation rates, etc. are critical community issues.
- A high school or college obviously needs to target their ALUMNI and CURRENT PARENTS.
- A large health organization can target a list of people who have participated in their SIGNATURE EVENT (Race for the Cure, Relay for Life, etc.)

Special Note on WEALTH SCREENING: I'm fine with this in concept if you are a large enough For Impact Organization and this will help you "screen" your alumni or database. Remember that 'WEALTH SCREENING' is simply a way to help you with the CAPACITY issue. It does not help with relationship or willingness or anything else!

SOURCES: WOMEN RULE

6. WOMEN RULE!!!

SPECIAL NOTE/PAY ATTENTION IDEA/BIG SOURCE!!

As you review particular target sectors or sources of potential prospects... I beg, plead, and implore you to specifically focus on WOMEN as potential prospects.

Not only do WOMEN RULE, but they are the ones who are going to end up with over \$100 TRILLION in the next 30 years! (Primarily because they are going to outlive their spouses.) Focusing some much needed attention on this WOMEN'S SECTOR will set you apart immediately and provide a terrific SOURCE of Qualified Prospects!

Special Note: *I told the Lion, Mice and Antelope story to a large training group a few days ago. A lady came up and told me that while the story was very meaningful and that she "got it"... the "facts" were wrong! And she was right! The 'LION' doesn't really hunt for anything (mice or antelope). He lays around under the 'lion tree' waiting for a 'lion beer' watching 'lion TV'!!! The LIONESS does all the hunting for the family! As always, WOMEN RULE!*

Some things to think about regarding WOMEN & PHILANTHROPY:

- 1 : How do YOU meld this market into your vision and your plan?
- 2 : Where do you find these qualified (women) prospects?
- 3 : How do you build relationships within this market?

As you answer these questions for yourself, it should reinforce the need for looking to WOMEN as a big source of Qualified Prospects!!

WOMEN RULE: STARTLING STATS

- 43% of Americans with assets greater than \$500,000 are **women!!!**
- **Women** own 60% of all assets in the U.S.!!!
- **Women**-owned businesses total nearly **8 MILLION!!** (vs. 400,000 25 years ago); and post \$2.3 trillion in annual sales!
- This year, **50%** of all small businesses will be **woman** owned.
- More than half of the new jobs created in this country since 1992 are attributed to **women**-owned businesses!
- **Women** control over half of commercial and consumer consumption.
- American **women**... by themselves... are in effect the **largest** “national” economy on earth!!!
- **Women** control about **80%** of household spending and, using their own resources, make up 47% of investors.
- **Women** buy **81%** of all products and services, buy **75%** of all over-the-counter medications, make **81%** of retail purchases, and buy **82%** of groceries.
- **80%** of the checks written in the United States are signed by **women**.
- **40%** of all business travelers are **women**; they are responsible for **61%** of all travel and consumer-electronics purchases.
- **Women** influence **85%** of all automobiles purchased.
- They also head **50%** of all U.S. households with incomes over \$600,000 and own roughly **66%** of all home-based businesses.
- **Women** have been the majority of voters in this country since 1964.
- **30%** of **women** (10.2M) out earn their husbands (in a dual income family).
- In the last 30 years, **women's** incomes have soared **63%**... where the men have barely budged.
- The number of **women** earning **\$100,000** or more has tripled in the last 10 years.

And with whom do we currently visit... ask? **MEN!!!**

PRIORITIZE

■ THE BIG IDEA: THE MASTER PROSPECT LIST

The second big action step is all about prioritize: who should get our ATTENTION and FOCUS?!

The really big idea here is the **The Master Prospect!** The **MPL** is one of the most critical pieces of the **SALE PROCESS!**

- The **Master Prospect List** is a system of rating and ranking your best and most Qualified Prospects in **DESCENDING ORDER OF IMPORTANCE!** (That's **DOI** vs. **DOA**. It's not a “hit list”!)
- Your **The Master Prospect** rates your **ENTIRE** group of prospects. It is not “silo” based. It includes individuals, corporations, foundations. It includes Campaigns, Annual Giving, Planned Giving, etc.
- It's not a random group of names jotted down on scraps of paper!
- It's not an ‘alphabetical list’ of your best donors and potential prospects. (Think about it. If **Joe Zcibowitz** is your best prospect... you'll never see him! Because he's at the end of your list and you'll be working on the **M's** or the **N's** in December and then start over on the **A's**!)
- The **MPL** is about **BEST EFFORT!** It's not a science; it's an art! Don't worry about it being perfect. It's a living, breathing, moving, changing document and action plan.

“Are you in ‘**EARNEST**’??? **SEIZE** this very minute!
BOLDNESS has genius, power and magic in it.
Only **ENGAGE** ... and then the mind grows heated.
BEGIN IT, and then the work will be **COMPLETED!**”

—Johann Wolfgang Von **GOETHE**

**BEGIN IT! AND THE WORK (MASTER PROSPECT LIST)
WILL BE COMPLETED!**

PRIORITIZE: 3 KEYS TO SUCCESS

If you can accept the concept of the MPL as one of the BIG IDEAS in the For Impact Sales Process, and PRIORITIZATION as the centerpiece of the QUALIFIED PROSPECT System, then here are 3 ways to execute:

- 1 : RATE/RANK your prospects.
- 2 : Assign a RELATIONSHIP MANAGER.
- 3 : Identify NATURAL PARTNERS.

Special Note on 'HIERARCHY': A quick 'time out' to remember the ULTIMATE GOAL... and how to get there. Let's work backwards ("Begin with the end in mind.")

FUND YOUR VISION!

- 6 : ULTIMATE GOAL: Maximize Relationships... at this given moment.**
- 5 : Present The Opportunity
- 4 : Just Visit
- 3 : Strategize
- 2 : Prioritize
- 1 : Identify

We've IDENTIFIED, now we're PRIORITIZING, Then we'll STRATEGIZE. Then you need to VISIT! PRESENT! MAXIMIZE!

PRIORITIZE: RATE/RANK

In order to create your TOP DOWN, DESCENDING ORDER OF IMPORTANCE MASTER PROSPECT LIST, you obviously need to RATE AND RANK your pool of identified prospects!

The key is a systematic process or framework based on RELATIVITY. Remember. You're trying to create a MASTER PROSPECT LIST that creates a clear picture of your PROSPECT PRIORITIES.

It is not about 'ALGORITHM'. It's all about the ACT of actually sitting down and figuring out a way to assign a 'NUMBER' and a 'VALUE' within specific categories.

PRIORITIZE: THE FOR IMPACT QPI

■ QUALIFIED PROSPECT INDEX (QPI)

We have built a system to help in this RATING process. We called it our QPI or Qualified Prospect Index. We have set up a simple spreadsheet around six categories... and weighted each category in terms of its relative importance (at least to us).

Here are our categories. (Hopefully, the type-size helps you with weight/value!)

■ 'CAPACITY' & 'RELATIONSHIP'

These are the two most important factors.

- 1 : **CAPACITY** as a specific function of FINANCIAL RESOURCES from INCOME, ASSETS or ESTATE. A gentle reminder: This is not how much you think they will give. It's what they COULD give if they wanted to!
- 2 : **RELATIONSHIP**, again, is to either the CAUSE, the CASE, your ORGANIZATION, or your PRIORITIES, PROGRAMS and PROJECTS. 'GIFT HISTORY' & 'OTHER GIFTS'
- 3 : **GIFT HISTORY** is their giving to your organization (CASE). Again, it is what it is. Your best prospects may or may not have given. Most likely, they have given exactly what you asked!
- 4 : **'OTHER GIFTS'** is about their philanthropic history to OTHER Causes and Cases, which will help you understand their philanthropic interest, as well as their giving capacity.

PRIORITIZE: THE FOR IMPACT QPI (CON'T.)

■ 'TIMING & 'GUT'

We use these to help create "separation" on our Master Prospect List.

- 5 : **TIMING** is pretty self-explanatory. Where is this particular prospect in the cycle of life (kids, kids in college, business, moving from success to significance); the cycle of their relationship with the organization (former Board member, just coming on the Board, new Leadership Society Member, etc.)

Special Note: I would encourage you to rate (err) on the side of aggressively Presenting the Opportunity... soon! (Example: Just because someone has made a five-year commitment to your organization/campaign certainly doesn't mean that you need to wait five years before you can go back and ask!)

- 6 : **GUT** factor is where you simply look at the person/prospect's name RELATIVE to other people and prospects... and then go with your "GUT".

QPI RATINGS: EXAMPLES

■ QPI RATINGS

We use a 5, 4, 3, 2, 1 rating system for each of the areas. Here are some EXAMPLES around CAPACITY & RELATIONSHIP to help you begin using this system immediately.

CAPACITY

5 = HUGE CAPACITY

More money than Bill Gates. Could do whatever they want to do. E.g., \$100,000 on a \$1M+ Campaign. \$1M on a \$10+ Campaign. And \$5M on \$100M Campaign.

4 = STRONG CAPACITY

Usually six figures/\$100,000+. In a smaller Funding Initiative such as \$1M, this may represent a \$10,000 potential gift.

3 = GOOD

\$10,000 on a \$10M; or even \$1,000 potential prospect. Example: This is where you might rate prospects who you believe can JOIN your President's Circle or Leadership Society.

2 = NEUTRAL

This is your rating for "I don't have a clue." Obviously, you need to find out more about the prospect because of the huge importance of capacity.

1 = NO CAPACITY

You have specific knowledge that they just don't have it. Obviously, this is not a group you should be even screening or rating!

***Don't forget about LEGACY/PLANNED GIFT potential. You may assign 5 as a \$1M+ Planned Gift as well! You might also have the 4 represent the capacity to join your Legacy Society at \$200,000 or more.

QPI RATINGS:EXAMPLES (CON'T.)

■ RELATIONSHIP

5 = REALLY, REALLY, REALLY STRONG

A Champion. A Board Member. A Current Parent. A Current Giving Alumnus. Directly touched by the Cause, etc.

Another gentle reminder: This is relationship to the CAUSE and/or Case!

**This is also where you might rate a REFERRAL from someone you trust.*

4 = STRONG

3 = GOOD

2 = NEUTRAL

1 = SPECIFIC KNOWLEDGE that they have no interest in your Cause or your Case.

■ SIDEBAR

SIDEBAR on CAPACITY & RELATIONSHIP

See if you get it. A '5/1' just isn't going to do you any good!!! A '5/3' or even a '5/2' is worth taking a shot at IF you believe you can STRENGTHEN the relationship quickly and forcefully.

Your goal should be to use this Rating System and the QPI and the MPL to determine who you need to go see ASAP!!!

You don't need the Index or the Algorithm to know that you need to go all of your '5/5's immediately! Then go after your '5/4's and maybe even your '5/3's. Then, your 4/5's, 4/4's, etc.

QPI RATINGS: EXAMPLES

■ GIFT HISTORY

Since this is a specific number, you need to establish your own ratings for these numbers. For example,

- 5** = \$50,000 Annual Gift or \$500,000 cumulative; or it could be a \$10,000 Annual Gift (especially if you don't have a lot of them) or \$50,000 cumulative.
- 4** could equal \$1,000+ gift.
- 3** could equal either \$500 or even ANY GIFT (which shows participation).
- 2** = \$0 or a gift.

■ OTHER GIFTS (PHILANTHROPY)

I would try to match up this Rating System with your own Gift History.

- 5** could equal a large commitment to other Causes or organizations (Leadership Gift) etc. A 5 here could also equal a strong referral based on other community giving.
- 4** could be \$10,000+ to another organization related to your cause, etc.

■ TIMING

This is, again, very self-explanatory.

- 5** = HOT! You need to get to them very fast.
- 4** = very warm.
- 3** = the normal rhythm of visits.

■ GUT

Again, go with your 'gut'!

- 5** = Just feels like this is a top priority, a good prospect.
- 4** = Everything considered, your gut is saying this could be a good visit.

PRIORITIZE: MPL VS. CRM

■ SPECIAL NOTE ON CRM

I've been engaged with some very large, national organizations and watched them spend millions (yes millions) of dollars on '**Customer Relationship Management**' software.

We have also watched hundreds of organizations (small, medium and large) become totally "handcuffed" by their supposed lack of good data-based management system.

Instead of spending huge amount of time, energy and money on database management systems with hundreds of unnecessary bells and whistles, I urge you to try this simple MPL PROCESS to help "MANAGE" your absolute best prospects!!!

Some of our largest coaching clients use this system for their SALES TEAM, even though they have multi-million dollar database management systems in place. Why? Because their systems don't allow them to create a MASTER PROSPECT LIST!

P.S. The 3 components of any "CRM system" are:

PEOPLE + PROCESS + TECHNOLOGY.

The 'PEOPLE' are the most important of any relationship management system. PROCESS is also very important. The 'TECHNOLOGY' itself is far less important. It isn't then 'solution,' it's simply the 'software.' Without the right PROCESS and PEOPLE who understand that PROCESS ...CRM 'TECHNOLOGY' is doomed.

Again, again and again, we don't need CRM or any relationship management system if **we don't have any relationships to manage.** Even worse is when we have relationships to manage but no TRAINED PEOPLE to manage them!

QPI RATINGS: RELATIONSHIP MANAGER

It's super important to assign a RELATIONSHIP MANAGER to all of your TOP PROSPECTS.

As the RELATIONSHIP MANAGER, *"If it is to be...it's up to me!"* The R.M. needs to utilize the total resources of the team to nurture this relationship through a series of NATURAL CLOSES! (ASKS!!!)

The CLOSER we become to our investors... the stronger our ability to MAXIMIZE their willingness to financially IMPACT our Vision and Mission.

We know this means that they both need and want to be presented this OPPORTUNITY... so we will ASK!

A Relationship Manager is **ALWAYS** a staff person!

A Relationship Manager IS only one set of *"initials"*! (You cannot "split" a prospect!)

A Relationship Manager's job is to manage the relationship!!! (Duh!)

A Relationship Manager is action-oriented!

A Relationship Manager actually manages the strategy to **MAXIMIZE** the RELATIONSHIP!

You need to assign a Relationship Manager for every one of your Top 100 Prospects... at minimum

*Every seasoned development professional has heard of the handwritten thank you note from a Relationship Manager for even something as small as \$100 gift becoming a catalyst for a six or even seven-figure investment!!!

QPI RATINGS: NATURAL PARTNER

A NATURAL PARTNER is someone within or outside your organization... who has a strong relationship with your organization... and an existing relationship with this prospect! (Or a reason to believe one can be established quickly!)

Externally, NATURAL PARTNERS can be on your Board. They can have a business relationship with the prospect. They can be members of the same club or organization. They can be fellow community leaders, etc.

Internally, the NATURAL PARTNER can be anyone from the President, Executive Director or top senior leadership... to a local staff person who has a great relationship with the prospect.

Tip: It's important that you determine the difference between a RELATIONSHIP MANAGER and a NATURAL PARTNER.

The RELATIONSHIP MANAGER does not necessarily have to have an existing relationship with the prospect. Their job is to do exactly what it says... **MANAGE THE RELATIONSHIP.**

The NATURAL PARTNER must have an existing relationship, or the ability to create one immediately.

PRIORITIZE: ORDER OF VISITS

■ ORDER OF VISITS

Deciding the ORDER of WHO you're going to see is very different from simply starting at the top of your Master Prospect List and working your way down.

'MO-CO' – 'LEAD-CO' – 'CO-CO'

Begin like Archimedes on his best day by trying to LEVERAGE your commitments... building on each previous visit and commitment as you move along.

Here's one way to look at this: 'MO-CO's,' 'LEAD-CO's' and 'CO-CO's':

- **MO-CO's** are MOMENTUM COMMITMENTS. These commitments are not necessarily about magnitude or size but rather 'COMMENSURATE'... 'SURPRISE'... and 'STRETCH'.
These are the 'EARLY ADOPTERS' who get it, buy in, and provide the MOMENTUM to get going.
In *GOOD TO GREAT*, Jim Collins' world, we would call these 'FLYWHEEL' commitments. In order to get a FLYWHEEL moving, it takes a lot of energy at the beginning... but once there is some 'MOMENTUM'... the wheel flies.
- **LEAD-CO's** are about LEADERSHIP COMMITMENTS that literally TRANSFORM the organization or the project or the campaign. These are "Top of the Pyramid" lead gifts that create a sense of "We can do this." Many times they prove that our best prospects/ investors have "stepped up", and now it's up to the rest of us.
TRANSFORMATIONAL "LEADERS LEAD." My friend Bob Werner's words. My emphasis. (Bob is a big time Mensch and Jewish philanthropic superstar.) Success (or failure) is a direct result of LEADERS LEADING. IF no one steps up as the INTERNAL leader, a campaign is doomed from the get go. If you can't find at least one EXTERNAL leader (CHAMPION), it ain't gonna happen either. (My preference is 3 CHAMPIONS). 'LEADERS LEAD.'
(Boards, committees, staffs, constituents, stakeholders FOLLOW.)

PRIORITIZE: ORDER OF VISITS (CON'T.)

- **LEAD-CO'S (CONT'D)** Fuel to this fire: Jim Yoder, my friend since college and a Suddes Group partner for 20 years, says it this way:

"The key to a successful campaign is the PERFORMANCE of the campaign LEADERSHIP."

If leaders are not ENGAGED and PASSIONATE... then it becomes 'The Suddes Group Campaign' or 'The Executive Director's Campaign', etc.

Tom Mucks, another successful former Suddes Group partner, says, simply:

"Passion and commitment from LEADERSHIP will overcome all obstacles."

- **CO-CO'S.** CONNECTOR COMMITMENTS. Going after some of your most important 'CONNECTORS' early on is a terrific strategy to not only get their financial commitment (which may or may not be significant) but also to generate REFERRALS and STRATEGY on getting visits with your best prospects.

■ SPECIAL NOTE ON 3°

3° Remember you are only 3° away from any QUALIFIED PROSPECT!!
(Please note: QUALIFIED PROSPECT!)

Forget Kevin Bacon and his 6°. (P.S. It's actually been determined it's 2.78 'moves'/connections between Bacon and all other actors.) These CONNECTORS and other NATURAL PARTNERS allow you to be one or two CONTACTS away from your best prospects.

This is very, very important to you. Realizing you are only 3° away from ANYBODY who is a QUALIFIED PROSPECT lets you use your NATURAL PARTNERS (Champions, Board Members, Key Volunteer Leaders, Current Investors) to get you there.

Special Note: I am only 3° away from the Pope, the President and the Prime Minister of Israel. And, I'm only 2° away from the Dalai Lama. How? Because of my CONNECTIONS and RELATIONSHIPS, I can get to 'someone' who can get to 'someone' who can get to the Pope, the President and the Prime Minister.

PRIORITIZE: ORDER OF VISITS (CON'T.)

■ ACTION

To help you with order of visits, I would suggest you start with your 'LOW-HANGING FRUIT' and 'CHAMPIONS' as you execute on the MO-CO, LEAD-CO, CO-CO strategy. They may be #4, #7, #13 or whatever on your Master Prospect List, but prioritize them differently than your MPL!

The goal with this group is to

- TEST THE MESSAGE...
- 'SHARE THE PURPOSE, PRIORITY and PLANS and...
- **GET COMMITMENTS!!!**

Remember, the LEAD Commitments and MOMENTUM Commitments are TRANSFORMATIONAL. They aren't just about the IMPACT... but that they bring others *"to the table"* at the highest levels of investment.

TIP: If you can, simply use the **"HANDFUL OF PEOPLE"** presentation:

"You are one of a **HANDFUL OF PEOPLE** who can make this vision (dream) a reality. I promise you that, with your leadership support, we can make this goal. I will commit to making the rest of these presentations... and we would love to have your LEADERSHIP COMMITMENT for MOMENTUM, LEVERAGE and MOTIVATION."

STRATEGIZE

■ THE BIG IDEA: HOPE IS NOT A STRATEGY!

Now that you have IDENTIFIED and PRIORITIZED your best and most qualified prospects... it's time to do some 'STRATEGIZING.'

HOPE IS NOT A STRATEGY! (Nor 'strategy') Take the time necessary to do the required DISCOVERY. (aka, research, knowledge base, etc.) Do a high level STRATEGY of the RELATIONSHIP and the PRESENTATION (VISIT) itself.

We've broken down this strategy component into three areas:

- 1 : DISCOVERY
- 2 : RELATIONSHIP
- 3 : PRESENTATION

As my mentor Frank Sullivan reminded me so many times... even very, very experienced airline pilots, with thousands and thousands of hours of flight time, ALWAYS go through their 'PRE-FIGHT CHECKLIST'!!! This even includes walking around the airplane just to make sure nothing is falling off!

Following are the templates (frameworks) for each of these 3 areas...

Feel free to adjust, edit, improve or customize. However, I would urge you to utilize these 3 CHECKLISTS for every one of your top prospects!!!

DISCOVERY CHECKLIST

✓ CAPACITY

The Rating. Where this came from (Referrals, Business, Screening, Other).

E.g. John, Board Member, says *“Joe and Jill can underwrite the entire campaign if they wanted to.”*

✓ RELATIONSHIP

Relationship to the Organization/Case, the Cause, the Project, etc. Connectors, Natural Partners, Other Connections.

✓ GIFT HISTORY

Keep it simple. You're looking for LAST... LARGEST... and TOTAL.

*Don't forget PLANNED GIFTS.

✓ TIMING

Should look at timing around you/the organization, life, business, family, etc.

✓ OTHER GIFTS

Other known philanthropy. Organization and size of gifts. Existing pledges or commitments elsewhere, if possible.

✓ GUT NOTES

A place to explore corporations or foundations, ensuring you have the top officers, primary contact or INTERNAL CHAMPION within the company, etc.

✓ ADDITIONAL DISCOVERY/RESEARCH REQUIRED

*Blank Templates for this Checklist is available at www.forimpact.org/QP/checklist/discovery.pdf

RELATIONSHIP CHECKLIST

✓ PROSPECT:

✓ RELATIONSHIP MANAGER:

✓ NATURAL PARTNERS:

✓ OTHER CONNECTIONS:

✓ RELATIONSHIP GOALS:

- 1.
- 2.
- 3.

✓ 'HOOKS'/POSSIBLE AREAS OF INTEREST:

(Suggested Projects/Programs)

✓ POSSIBLE CHALLENGES:

✓ PREDISPOSITION IDEAS:

✓ ACTION PLAN:

(Next Steps)

*Blank Templates for this Checklist is available at:

www.forimpact.org/QP/checklist/strategy.pdf

*To be used with DISCOVERY CHECKLIST & PRESENTATION CHECKLIST.

Be sure to attach them to this sheet.

RELATIONSHIP MIND MAP

Bonus: I've taken the liberty of providing you a STRATEGY MAP as a great way to get the creative juices going with a small group of people. I'm really big on this whole 'MIND-MAPPING' thing. Tony Buzan, Michael Gelb, et. al have systemized a revolutionary way of planning and note taking that uses the incredible powers of ASSOCIATION and IMAGINATION already existing in our brains.

MIND-MAP... draw! Use your own "shorthand".

JUST DO IT!

- No spreadsheets.
- No trial balance.
- No reconciling with the bank.
- No judgment whatsoever.

■ MIND-MAP PRINCIPLE

Big words. You can come back in and fill in around them later. Teach mind mapping technique with words and pictures! Customize! 5' by 20' MIND-MAP with color, icons, etc.

Every PROGRAM needs an ICON... SYMBOL... LOGO!!!

Mind-map everything! Associative thinking at its best.

I wish I would have read Tony Buzan's mind-mapping book earlier! Journals don't have to be written words! They can be drawings, sketches or pictures! This does not have to be the reserved realm of budding architects or graphic designers! See MIND-MAP.

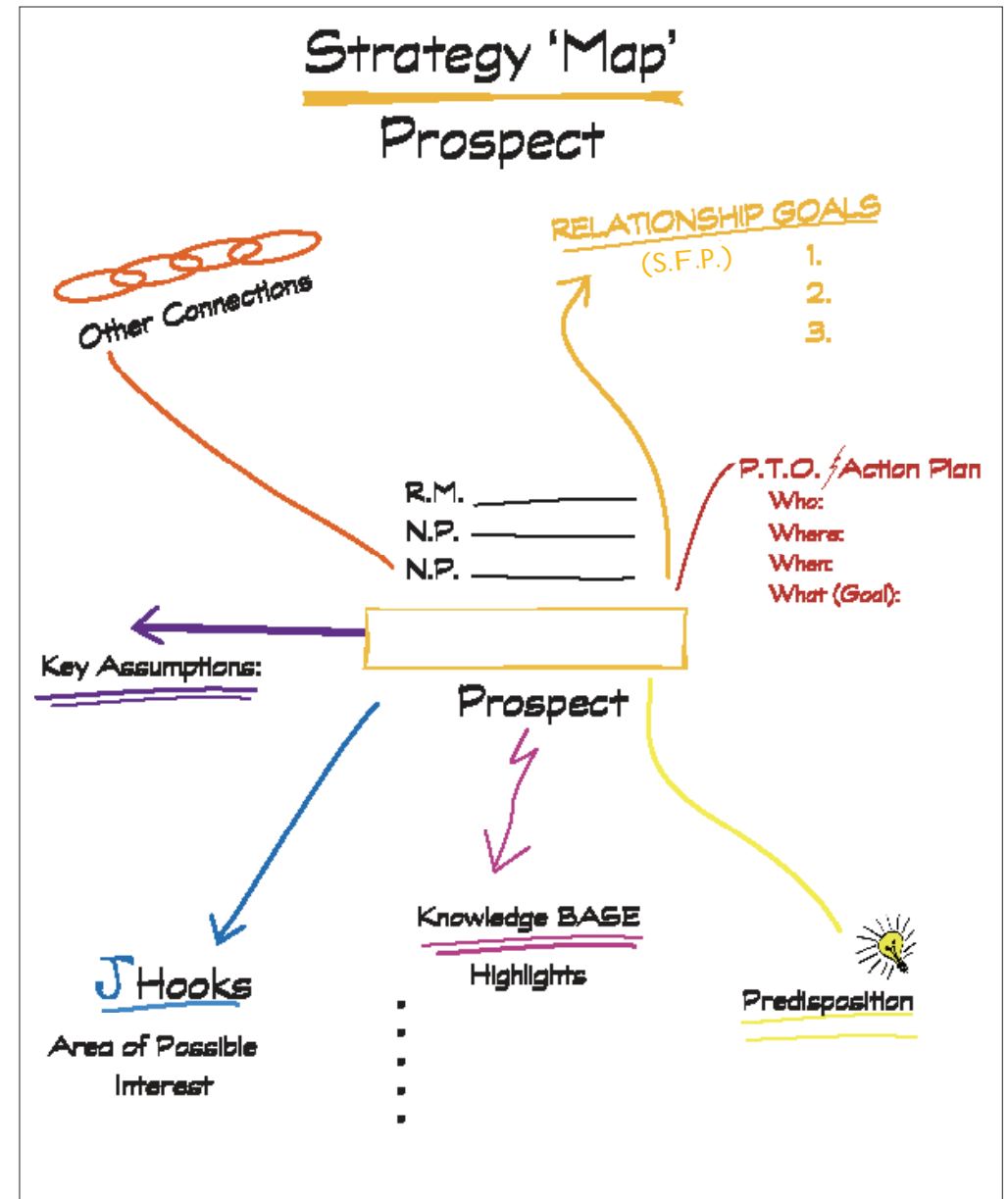
"VISUALIZATION, because it involves so much of your mental energy, is the most effective tool for enhancing memory. The largest single processing center in our brains is devoted to IMAGES!"

— from *WHOLE BRAIN*

Buzan discovered that most of the great thinkers, especially Leonardo Da Vinci, used pictures and codes and connecting lines to make their notes come alive.

You can use this STRATEGY MAP as an outline or framework. I would get a group of the "right" people together and brainstorm/mind-map your best prospects.

RELATIONSHIP MIND MAP Ex.



*Lay this out on a Large Flipchart for group engagement.

PRESENTATION CHECKLIST

- ✓ **PROSPECT:**
- ✓ **RELATIONSHIP MANAGER:**
- ✓ **NATURAL PARTNERS:**
 - ✓ **WHO...** needs to be there (PRESENTATION TEAM)
 - ✓ **WHAT...** do we want to accomplish (GOALS)
 - ✓ **POTENTIAL CHALLENGES (OBJECTIONS)...**
and **RESPONSES**
 - ✓ **WHERE...** BEST place for 'VISIT' (Start at Our Facilities)
 - ✓ **HOW...** will we PREDISPOSE
 - ✓ **WHEN...** is the BEST TIME
 - ✓ **FLOW...** of the VISIT
 - ✓ **PRESENTATION TOOLS...**
 - ✓ **POSSIBLE PROJECT/PROGRAMS...**
(No Detail/Just Overview)
- ✓ **NOTES:**

*Blank Templates for this Checklist is available at:
www.forimpact.org/QP/checklist/presentation.pdf

A SIDEBAR ON FOUNDATIONS

■ A SIDEBAR ON FOUNDATIONS

Make sure you know the difference between a 'REAL' foundation and a foundation that is merely a mechanism or vehicle for an individual or corporate gift.

The 'REAL' foundation is a much more structured organization, the founders are usually gone and there is a Board, Executive Director, President and Program Officers.

Think Pew, Annie E. Casey, McArthur, Ford, Carnegie and all of your Community Foundations.

There are usually a lot of "hoops", mandatory (ridiculously complex) grant guidelines and grant request forms, etc.

**There are also some 'REAL' Foundations like Gates, Google, Skoll and Omidyar, whose FOUNDERS are still engaged but are very large and very structured.*

Finally, there are FAMILY FOUNDATIONS and CORPORATE FOUNDATIONS that are merely the means or mechanism for giving. There is 'SOMEBODY', a REAL PERSON or PERSONS, who control the funds and who can MAKE DECISIONS!

Special, Special, Special Note: A FOUNDATION, just like a CORPORATION, is still about VISITING with REAL PEOPLE!! It's not about 'SHOTGUN GRANT PROPOSALS'! It's not meeting with the 'COMMUNITY RELATIONS' Director! It is about getting to the DECISION MAKER, the HIGHEST LEVEL of LEADERSHIP possible... and making your **PRESENTATION!**

THE CLOSE

"I love all this. I think I get it. What do I do now???? Next????"

IF... it were me, I'd:

1 : Really (really) STRATEGIZE/ANALYZE my

TOP 33 QUALIFIED PROSPECTS!!!

2 : Determine the **ORDER OF VISITS.**

3 : **DO THE MATH** (using the 'Magic Napkin') to know more about how much to present.

THEN... I would:

ANSWERS

FREQUENTLY ASKED QUESTIONS

Here are the most Frequently Asked Questions tied to QUALIFIED PROSPECTS:

- “Where do we find new prospects?”
- “How do we IDENTIFY more Qualified Prospects?”
- “How do we RATE and PRIORITIZE our most Qualified Prospects?”
- “How do we STRATEGIZE our Top Prospects?”

- “How do we get the VISIT (AKA ‘appointment’)?”
- “How do we know HOW MUCH to ask for?”
- “How do we get our BOARD involved in prospecting?”

- “How do we follow up with our prospects?”
- “How do we determine the RELATIONSHIP with our prospects?”
- “What if we don’t have a RELATIONSHIP with our prospects?”
- “What if we don’t even KNOW our prospects?”
- “Where’s the best place to find out INFORMATION about the prospect?”
- “How much RESEARCH should we do?”
- “How important is GIVING HISTORY?”
- “Who should we go to FIRST?”
- “How do we MANAGE our portfolio?”
- “How do we know WHEN to ask?”
- “Should we use ‘MOVES MANAGEMENT’?”
- “How do we utilize our DATABASE MANAGEMENT system?”
- “What is CRM? Can it help?”
- “Should we engage in WEALTH SCREENING?”
- “Is it a good strategy to ask a prospect to be on our BOARD?”