



Take a Quantum Leap

A Campaign Manifesto

For Impact

by **TOM SUDDER**

A 33-year work in progress (1973 - 2006)

INVESTMENT

This Manifesto is a \$33.00 INVESTMENT in your organization and yourself.
(That's \$1 per year for the time it took me to learn this stuff!) If you cannot find/invest \$33.00 to help you raise millions ... then this stuff probably won't work for you anyway.

The VALUE is up to you, determined by your USE/ACTION.

133% GUARANTEE

If, for some reason, you don't/can't find any VALUE in this MANIFESTO, just let me know.
I'll send you back **\$44** (33% more than you 'paid'). It's one way to earn 11 bucks!

DISCLAIMER

This 'book,' these 'lessons' are not done. I know that. But ... I need to GET THIS OUT (into the ether-net), NOW. I know it can be 'better.' But, it will never be 'perfect.' My chicken'scratchin' Egyptian hieroglyphics seem to have a positive, motivational effect on most who read/translate.

Here's Version 3.0 of this 'BODY OF WORK.'

More at ForImpact.org. More on Audio Version. More to come.

COPYRIGHT

Copyright © 2006 all content owned by For Impact | The Suddes Group.
Printed by For Impact Publishing

Printed under a Creative Commons Attribution-NonCommercial-ShareAlike 2.5 License
(see <http://creativecommons.org/licenses/by-nc-sa/2.5/> for more)

We encourage you to COPY, SHARE and PASS ALONG the message, ideas and contents of this manifesto – under the following conditions:

Attribution: Attribute work to Tom Suddes *(THAT WOULD BE NICE)*

(Tom Suddes. For Impact | The Suddes Group. <http://www.forimpact.org>)

Noncommercial: Don't use this work for 'commercial purposes.' *(WHATEVER THAT MEANS)*

Share Alike: If you alter, transform, or build upon this work, you may distribute the resulting work only under a license identical to this one. *(HUH?)*

Book Design by Andrea Homan, The Design Studio at Jersey City Museum.
The Design Studio is an earned-income venture for the non-profit Jersey City Museum. The museum got the right person in the right seat (see Guiding Principle #5) when they turned their in-house designer into a source of income by providing design services to individuals and organizations outside the museum. design@jerseycitymuseum.org

*I love this!
Thanks, Andrea!
-Tom*

DEDICATION

I have a lot of 'BOOKS' in me, but this is the first one to be 'BOUND' and 'PRINTED.' It is dedicated to the 2 people who have allowed you to be holding it in your hands:

PHYLLIS LASITER,
MY LEFT ARM,
*Phyllis translated and
typed and re-typed.*

and

NICK FELLERS,
MY RIGHT ARM,
*Nick pushed and
pushed and pushed.*

They both know their value, but I can't thank them enough.

ACKNOWLEDGEMENTS

1) To Notre Dame and all who gave me my start in 'DEVELOPMENT'... Brian, Jim, Jim, Fr. Ted., Fr. Joyce, JTB. Et al. Lessons learned.

2) To ALL of The Suddes Group Partners and Associates from the last 23 years ... Nick, Jim, Jim, Leo, Terry, Jeff, Fred, Tom, Rob, Mike, Bill, Chip, and many more. They helped provide the 'FIELD-TEST' for much of what follows.

3) To my many friends at ACS (American Cancer Society) including Jeff, Shelly, Gail, Guy, Francine, Bob, Pat, Mario, Ted, et al. I spent five years helping ACS with Major Gifts, Sales, Message and more. It was one of my most valuable learning experiences.

* **Special Acknowledgement:** To the TEAM at COLORADO COLLEGE. I've spent the last two years working very closely with Steve, Dick, Jacqueline, Diane, Andrea, Susan, Rachelle, Josh, Robb, Ron, Ann-Marie, Dolores, Shelley, Guyda, Rose, Karrie, Cathey, Mark, Tom, Elizabeth and many more. As well as with the Trustees. Much of what you read is a result of trying to SIMPLIFY and SUMMARIZE my thoughts on 'CAMPAIGNS' for **The Most Innovative College Advancement Team in the World.**

GRATITUDE

I just couldn't send this to the printer without thanking the hundreds of AUTHORS who have influenced my life, my thinking and my writing.

Napoleon Hill, Og Mandino and Earl Nightingale have passed on, but their spirits live with us every day. We should all have that kind of impact.

A special THANKS to Julia Cameron for writing **THE ARTIST WAY** and **THE RIGHT TO WRITE**, both of which provided almost daily help to just get this done.

Finally, a grateful message to Tom Peters, my virtual mentor and fellow contrarian evangelist of change. We've spoken at the same 'gigs' and I think I've read almost every word he's written since 1982. His recent **RE-IMAGINE (EVERYTHING)** battle cry resonates with every maverick and social entrepreneur...and drives me to 'THINK BIG' everyday.

Quotes

"Myself, and at-risk children in San Diego, owe an enormous debt to the sage advice, wealth of experience, and common sense ideas of Tom Suddes. After two years of bumbling, fumbling, and stumbling through the best practices and methods of "nonprofit experts", we were still mired without a site, staff, or money.

Within 30 days of one meeting with Tom (taking notes on a napkin) we raised \$300,000. Within 15 months we founded three college prep schools for at-risk children and three volunteer housing sites.

Throw away everything you ever learned about traditional fundraising methods, grab a napkin, and join the FOR IMPACT WORLD today!"

DAVID RIVERA, Founder, Nativity Prep

"Tom combines a true creative genius with the unique facility to absorb vast amounts of information and then immediately distill it into just a few words. I believe that Suddes could summarize the Bible on the back of a business card."

*JOSEPH E. BREMAN, Principal, The Breman Group
Formerly President/CEO, Alexander Muss Institute for Israel Education*

"Tom Suddes was the impetus for our MAJOR GIFTS Program. He was the catalyst that broadened our organization from a transactional, event-oriented company to a relationship management-based company.

One of my career highlights was traveling the state with Tom, watching him coach our volunteers and staff on MESSAGING our vision. The Vision Card he created for us is simply brilliant!"

*JEFF DAVIS, Chief Operating Officer
American Cancer Society, Ohio Division, Inc.*

...and more quotes

"Finally, somebody is saying what needs to be said! 'Traditional Campaigns' are run backwards. Tom Suddes offers us a truly innovative process built on years and years of real world campaign experience. Thanks Tom."

*FRED MICKELSON, Consultant, Coach and Uber-Volunteer
Former Chairman of the Board, American Cancer Society*

"This manifesto is pure Tom Suddes. This is a must read for every high school and college President, development officer and Board member, and for that matter, every not-for-profit organization. Tom not only takes you outside the box in simple understandable terms, he never lets you inside the box to begin with. He takes the science of the traditional and turns it into the art of VISION, PASSION and SELLING."

*JIM McGRAW, President & CEO,
KMK Consulting Company, LLC*

"We had a fantastic year at Westminster! Thank you for all you did to help us achieve this much in our first year of the Campaign.

We had one of our highest financial years ever and, best of all, our Campaign is off to a great start.

You sharpened our focus on what it takes to get the campaign up and running, as well as sustaining this level of activity. You cleared out the clutter in our operation and got us down to what will raise money. You also believed in us and encouraged us when others thought it couldn't be done.

We are changing the culture, and I think that is a direct result of your work with us.

Thanks again for the ENCOURAGEMENT, FOCUS, and ENERGY. You are a special person and really helped this college achieve some remarkable results."

*NANCY MICHALKO, Vice President for Advancement
Westminster College (\$100 Million Campaign)*

Foreword

Tom Peters, management 'über-guru,' advises to "have lunch with a FREAK every week." Peters' point is that leaders in particular should seek contact with people who aren't like us—or at least they don't THINK like us, which is the important thing. Thanks to my relationship with Tom Suddes, I've got that covered.

Dick Celeste, president of Colorado College, introduced me to Suddes' work a couple of years ago. Dick showed me some stuff much like what you will find in this book. I thought the creator of these simple 'drawings' and 'three principles of this and that' (much of it in ALL CAPS) was off his rocker, and I told Dick so. (I even wondered, frankly, what I had gotten myself into agreeing to be this guy's vice president, but I didn't tell him THAT.) Dick explained that Tom had long been a boxing coach for Notre Dame; that he had worked for the university as a development officer back in the 70s; that he was a serial entrepreneur (whatever that meant) and that he had a sort of 'farm' in Ohio where he hosted people for leadership and sales training and other team-building activities. I looked back at Dick blankly. Nothing he was telling me was making me feel any better. Dick smiled knowingly and said, "Well, let me just ask him to come out for a visit and see what you think."

I agreed of course, partly because I'm not totally stupid, partly because I was curious, but mostly because I was beginning to take on the challenge of a **\$300 MILLION FUNDRAISING CAMPAIGN** and I needed all the help I could get.

What I found when I met Tom was an energetic and passionate 'old guy' who immediately grasped the collective vision for the college, valued the timely potential in the presidential leadership we had, and, most importantly, really wanted to help us **CHANGE THE WAY WE FUND OUR VISION.**


Tom reminded me that if we kept doing things in the same way, we could expect the same results. Since we needed **three times the results**, I listened, and soon I began thinking differently. The result has been a coaching relationship, strategic partnership, and freakish friendship. Working with Tom, we have applied the system Tom has developed over 30 years. **Very quickly, we had honed our messages, developed our plan, and were executing on our campaign—a process that traditionally would have taken me at least two years and much more budget money to accomplish.**

For my development team, one of the greatest benefits has been Tom's RELATIONSHIP-BASED SALES APPROACH. If I had room, I could tell you story after story of how it has revolutionized the way our development team engages investors. Email me if you want to know more.

Suddes is not really the 'go-to-lunch' type—he'd rather go for a hike in the Garden of the Gods or, if we are on a roll, grab a bottle of Odwalla juice (we both like the ugly green stuff) and keep scribbling on flip charts. But he IS a 'freak', in the best Peters-like sense.

Tom challenged us to become The Most Innovative College Advancement Team In The World. We try every day to live this challenge.

Watch out. If you let it, this freak's 'Campaign Manifesto' will change the way you THINK, OPERATE and FUND.



STEVE ELDER
Vice President for Advancement
Colorado College, Colorado Springs, Colorado
selder@coloradocollege.edu June 2006



BOARDS... and CAMPAIGNS

To BOARD MEMBERS & VOLUNTEER LEADERS —

I have worked closely with the Board at Colorado College, as well as at almost every organization we've helped with campaigns.

(At my very first Notre Dame Board Meeting as Director of Development, a very prominent international business leader leaned over to shake my hand ... and he had a **GUN** on his belt! From then on I knew Board Meetings were **serious stuff!**)

I know that internal leaders and staff will be sharing this **Manifesto** with you.
I encourage it!

As you skim or read this, I would suggest you particularly check out:

- Change Your Vocabulary (*Page 11*)
- Campaign Committee (*Page 23*)
- Volunteer Solicitation (*Page 25*)
- Lesson #2: Leaders Lead (*Page 31*)
- Lesson #5: On Board (*Page 32*)
- Lesson #31: S.T.S. P.T.O. (*Page 42*) - Tom

***A Special, Special Note Re: BOARDS

The '**BOARD**' is **NOT** responsible for '**FUNDRAISING**'!!!!

Your LEADERS need to be engaged at 30,000' around the VISION, PRIORITIES, etc. They can help you at 14,000' around the STRATEGY, etc. but not not at 3" around specific tactics or details!

They should be a critical part of your SALES TEAM... helping **GET the visit, predispose BEFORE** the **visit**, possibly **join** you **ON** the **visit** and, **definitely**, helping **follow-up AFTER** the **visit**.

The right volunteer leaders are '**priceless**'. Stop asking them to do 'STUFF' they **HATE** to do ... and aren't any **GOOD** at!

Every BOARDMEMBER has 3 primary responsibilities:

1. Be a CHAMPION (for the organization).
2. INVITE others to become engaged.
3. Make a COMMENSURATE COMMITMENT... to help Fund The Vision.

***This is the ONLY INVESTMENT (FUNDING) WORD you need with your BOARD!!!

COMMENSURATE.

Everyone on your Board, should make a 'COMMITMENT' that is **COMMENSURATE...**

with their CAPACITY and RELATIONSHIP... to the CAUSE and the CASE.

Introduction

September '06
Eagle Creek

I started work on my first campaign at Notre Dame in 1973. It was called **THE** Campaign for Notre Dame. \$130 Million Goal. We went \$50 Million over, raising \$180 Million. (Four campaigns later, Notre Dame just completed a \$1 BILLION EFFORT, and I'm sure \$1.5 Billion is on the near horizon.)

I guess 'THE' campaign wasn't.

During the last **30 years**, I have been involved in over **300 campaigns** that have raised over **\$1 Billion**. I have made over **6,000** face-to-face visits. The 'old' Suddes Group team collectively made over **30,000** visits/solicitations/presentations.

I am also a serial entrepreneur (19 businesses), who is actively engaged (at our 50-acre Eagle Creek Leadership and Challenge facility just outside of Columbus, Ohio) in *training* and *coaching* 'FOR PROFIT' companies in leadership, sales and team development... which has given me a very unique perspective on campaigns, sales, prospects, and much more.

Additionally, I have been the *boxing coach* at Notre Dame for the last 30 years. Our boxing *mantra* is very relevant in any campaign discussion:

See Lesson #9

*no time outs.
no substitutions.
no excuses.*

I have worked with the American Cancer Society, and their thousands of wonderful Development Staff Memebbers, to help them towards their **\$1 Billion Goal.**

I am currently coaching and working with the senior leadership and campaign staff at two colleges with goals of **\$300 Million** and **\$100 Million** respectively.

My next real 'Test' is to help a wonderful ForImpact Organization raise **\$100+ Million** with no campaign staff. *(Stay Tuned)*

My brilliant young partner Nick Fellers and I have been training hundreds of organizations who are either *planning* a campaign, *enthusiastically in* a campaign or *stuck in* a campaign.

I'm not real bright, but through osmosis alone I have learned an awful lot about CAMPAIGNS and CAMPAIGNS FUNDING INITIATIVES. I want to share what I've learned, but it could be *painful*. It will encourage you to.

CHANGE THE WAY YOU **THINK**
CHANGE THE WAY YOU **OPERATE**
CHANGE THE WAY YOU **FUND**
fund your vision!

Tom
O.G.
tom@forimpact.org

Nota bene: There is plenty of margin/white space for NOTES.

The Point of View

“EVERY ORGANIZATION has to prepare for
the **ABANDONMENT**
of almost EVERYTHING it does.”

Peter Drucker (1910 - 2005)

“EVERY ORGANIZATION is
PERFECTLY DESIGNED
to get the RESULTS they are getting.”

Tim Kight

"RE-IMAGINE"
(EVERYTHING)

Tom Peters

To help you **"ABANDON" ... "RE-DESIGN" ... "RE-IMAGINE" ...**
your CAMPAIGN, following is my POINT OF VIEW...
presented on 3 NAPKINS...
for purposes of SIMPLICITY, CLARITY and ACTION!!!

Napkin No. 1

STOP DEFINING YOURSELF
IN THE **NEGATIVE**

BE WHAT YOU ARE **FOR**..
IMPACT



"No one wakes up and shouts *yee haw!*
We don't get to make any money today!" (Tom Suddes)

'CAMPAIGN' RELEVANCE

- Stop *begging for money*
- You're *not* a *charity*
- People don't give because you're *tax-exempt*

It's all about your:

impact / vision / message

- ! 'Survival' pitches only work for Tsunamis and Hurricanes.

* THE FONT USED ON THE COVER IS EVEN CALLED IMPACT!!!

Napkin No. 2

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, **NO ONE** reading this has **INCOME** that MATCHES your **IMPACT**.

‘CAMPAIGN’ RELEVANCE

- **Not** about ‘Money for Buildings,’ ‘Capital,’ etc.
- **Not another** ‘Fundraising Campaign.’
- **Not** about the ‘Competition,’ ‘Other Campaigns,’ ‘Current Pledges.’

It’s all about your:

impact / vision / message

“The **Impact**  **Income** connection completely **CHANGES** the way we go about fundraising. In fact, it **CHANGES** the way we go about our **BUSINESS**.”

*97% of All Training Participants
(Give or take)*

Napkin No. 3

YOU'RE IN **SALES**.
GET OVER IT.



'CAMPAIGN' RELEVANCE

I have seen soooooo

many organizations spend **years** (literally)

planning their campaigns...

a year or more doing *feasibility studies*

and *case statements...*

months and months planning their *kickoffs...*

and their *campaign events...*

and *enlisting campaign committees...*

and arguing about '*protecting*' the Annual Fund,

who gets *credit* for what, what *counts* toward the campaign,
ad nauseam.

All of these organizations would have *already reached*

their goal if they had just gone out to the 3% of their 'FAMILY'

who will invest 97% of the needed **Funding for the Vision** ...

and **JUST ASK!!**

"Hope is not a strategy." (Rick Page)



A QUANTUM LEAP CULTURE

Take a QUANTUM LEAP.

Push the envelope. Live on the edge.

*"THE MIND, ONCE EXPANDED TO DIMENSIONS OF LARGER IDEAS,
NEVER RETURNS TO ITS ORIGINAL SIZE."* (Oliver Wendell Holmes)

* Some nuggets from 3 great books on QUANTUM LEAPS... to help you **LEAP!!!**

1) Quantum Leap Thinking by James J. Mapes.

2) You 2: A High Velocity Formula for Multiplying Your Personal Effectiveness in Quantum Leaps by Price Pritchett.

3) Taking the QUANTUM LEAP: The New Physics for Nonscientists by Fred Wolf.

>QUANTUM PHYSICS is described as the *"most powerful science* ever conceived by human beings."

>A QUANTUM LEAP is the *"explosive jump* that a particle of matter undergoes in moving from one place to another."

>QUANTUM LEAPS are about *'exponential jumps'* in your *impact* and your *income*. (NOT about kaizen, tweaking, OR 3% to 5% growth tied to the adjusted cost of living or tuition increases!)

>QUANTUM LEAPS are like taking any *BIG JUMP*.

*You don't focus on the 'middle' of the jump ...
but where you want to land!!!*

>QUANTUM LEAPS are NOT about *'trying harder!'* Trying harder produces only *INCREMENTAL GAINS* not **Quantum Leaps**. (Physicists studying Quantum Mechanics note that particles make these 'jumps' without apparent effort and without covering all the bases between the starting and ending point!)

(more)

A QUANTUM LEAP CULTURE

>QUANTUM LEAPS *never happen* by doing the *same thing* you're doing now. Price Pritchett says, "Be ruthless about trying something different. Conventional growth comes because we think along conventional lines."

>QUANTUM LEAP means *violating* the BOUNDARY of the 'PROBLEM.' This means giving yourself permission to dream and to risk.

>QUANTUM LEAPS come when you seek the *elegant solutions*. Look for an approach characterized by SIMPLICITY, PRECISION and NEATNESS. (NOT as COMPLEX or TIME-CONSUMING as your PRESENT STRUGGLE).

>QUANTUM LEAPS allow you to *do MORE with LESS!* Less resources. Less people. Less money. The paradox: This creates MORE resources, MORE people and MORE money.

>QUANTUM LEAPS are NOT about the 'how to'. Skip the 'detail'. The answers will come to you. When they do, you'll probably find them to be simple, streamlined solutions.

>QUANTUM LEAPS are tied to BHAGs. Price Pritchett reinforces Jim Collin's thoughts on *Big Hairy Audacious Goals*. They're not Big Hairy Audacious Goals if you're GUARANTEED that you can reach them! Pritchett says if you have the ANSWERS and STRUCTURES and CERTAINTY UP FRONT... It's NOT a QUANTUM LEAP!

(and still more)

A QUANTUM LEAP CULTURE

>A QUANTUM LEAP by definition, means moving into *unchartered territory* with NO GUIDE to follow. You personally draw the map as you go.

(In this case, however, I'd like to offer a GUIDE. You can still draw.)

>QUANTUM LEAPS require you to *take the OFFENSIVE*.

You can't achieve exponential gains from a defensive posture, a passive stance.

>QUANTUM LEAPS require *FAILURE*.

***FAILURE is a sign of PROGRESS!**

It means you've left the safety of the status quo. Failure is a **resource**. It helps you find the *edge* of your capacities. (If you send a rocket toward the moon, 90% of the time it's OFF COURSE; it 'fails' its way to the moon by continually making mistakes and correcting them. Therefore, *fail fast*.)

>QUANTUM LEAPS regard 'ZERO DEFECTS' as a

HOSTILE CONCEPT. 'GETTING READY' (research, fancy brochures, etc.) is a stalling tactic, an act of anxiety.

Finally, you don't 'prepare' for a QUANTUM LEAP.

You MAKE IT, and then you frame out the DETAILS and STRATEGY on the way!

"FAIL. FAIL AGAIN. FAIL BETTER." (Samuel Beckett)

"FAIL. FAIL FAST. FAIL FASTER." (Suddes)

"SUCCESS is going from FAILURE to FAILURE with no loss of ENTHUSIASM." (Winston Churchill)

"We need to FAIL in order to SUCCEED. Our only decision is HOW TO FAIL. By not going far enough...or going too far. I prefer the latter." (Harriet Rubin)



9 Guiding Principles

▲ CHANGE THE WAY YOU *THINK*

G.P. #1: **CHANGE** your VOCABULARY.

G.P. #2: **THINK BIG.**

G.P. #3: **BUILD SIMPLE.**

▲ CHANGE THE WAY YOU *OPERATE*

G.P. #4: **ACT NOW.**

G.P. #5: **DISCOVER TALENT 'N TEAMS.**

G.P. #6: **FOCUS ON RELATIONSHIPS.**

▲ CHANGE THE WAY YOU *FUND*

G.P. #7: **DO THE MATH.**

G.P. #8: **COMMIT TO SALES.**

G.P. #9: **JUST ASK.**

CHALLENGE NO. 1

APPLYING THE **FOR IMPACT** 9 GUIDING PRINCIPLES
TO YOUR QUANTUM LEAP CAMPAIGN

CHANGE THE WAY YOU THINK

Changing the way you **THINK** could be your most important CHALLENGE.

IMAGINE if all you THINK about is:

'SURVIVAL.' 'WOE IS US.' 'CUTS IN STAFFING.' 'A 5% BUDGET INCREASE.'

Instead, WHAT IF all you think about is:

Your VISION. Your IMPACT. Your MEANING. Your PURPOSE. Your PRINCIPLES.

Guiding
Principle

1. CHANGE YOUR VOCABULARY.

Immediately STOP using all the typical campaign 'fundraising jargon,' like *feasibility studies*, *campaign committees*, *capital campaigns*, *building campaigns*, *public phases*, *silent phases*, *case statements*, etc.

START using **SALES** terms. **BUSINESS** terms. **SPORTS** terms. **COMMON SENSE** terms.



This is the BEST way to CONNECT with your board, key volunteer leaders, and potential investors.

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

Guiding Principle 2. **THINK BIG.**

FOCUS ON YOUR VISION. Your BHAGs. Your IMPACT. If you believe you already THINK BIG... then **THINK (EVEN) BIGGER!!!** What would you do with \$1,000,000? Or \$10,000,000? (If you don't KNOW... you won't GET.) People will FUND YOUR VISION. They will also 'send (small) checks' for your 'SURVIVAL'.
Your call.

Guiding Principle 3. **BUILD SIMPLE.**

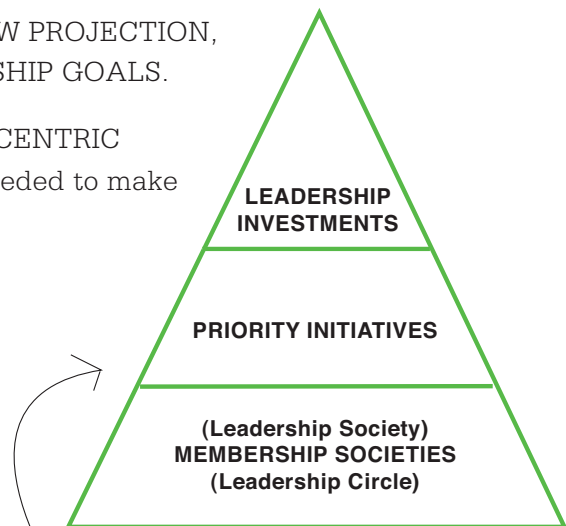
Note: I just cannot tell you how many times I have presented this SIMPLE Funding Plan and gotten this response from the key INTERNAL LEADERSHIP: *"We really like this, but we need more 'meat', more 'text', more 'depth'."* I always agreed with that, **IF** our intent was to overwhelm with the **size** and the **weight** of our **plan**. We have presented this FUNDING PLAN (to the Board) for a **\$300 Million Campaign** and a **\$100 Million Campaign** ... with 3 SHEETS OF PAPER!

1. The Simple Funding Plan with DOLLAR GOALS at each PYRAMID LEVEL.
2. A 5-Year CASH FLOW PROJECTION, including MEMBERSHIP GOALS.
3. A Visual of the CONCENTRIC CIRCLES (TEAM) needed to make this work.

They got it.

They loved it.

We're doing it.



(It don't get no more SIMPLE than this.)

CHALLENGE NO. 2

APPLYING THE **FOR IMPACT** 9 GUIDING PRINCIPLES
TO YOUR QUANTUM LEAP CAMPAIGN

CHANGE THE WAY YOU **OPERATE**

Remember my buddy Tim Kight's wonderful comment about being

"*PERFECTLY DESIGNED* to get the *RESULTS* you're getting."

Then, take Peter Drucker's absolute best and most powerful statement literally:


"*ABANDON... EVERYTHING!!!*"

This is a QUANTUM LEAP... not a QUASI-TWEAK!

Guiding Principle **4. ACT NOW.**

A campaign is about ACTION. (I believe the literal translation or definition of a 'campaign' has its provenance with Napoleon and his 'wars.' Whatever.) Get in a 'CAMPAIGN MODE', which is a mode of **MASSIVE ACTION—NOW!** Notice I'm NOT telling you *WHAT* ACTION to take. I don't care. **JUST ACT... NOW!**

I have watched hundreds and hundreds of organizations screw around for literally years trying to figure out what to do, re: their *campaign*. **JUST DO SOMETHING!**

What are 3 'MASSIVE ACTIONS' you could take RIGHT NOW that would cause an EXPLOSIVE, EXPONENTIAL  JUMP in your 'campaign'? WRITE IT DOWN, HERE.

1)

2)

3)

Guiding Principle 5. **DISCOVER TALENT 'N TEAMS!**

Find the best **TALENT** you can find, and then commit to the **QLC** as a **TEAM SPORT!** Jim Collins wrote a book (*Good to Great*) and a monograph (*Good to Great and the Social Sectors*) that every **ForImpact.Org** needs to read. He also gave us the BEST TALENT METAPHOR:

Get the RIGHT (campaign) PEOPLE on the BUS!

Get the WRONG (campaign) PEOPLE off the BUS!

Get the RIGHT PEOPLE in the RIGHT SEATS.

← Keep moving them around until it works!

Here's the 'SECRET' to the 'RIGHT PEOPLE.'

HIRE for **ATTITUDE.**

TRAIN for **SKILL.**

Look for your **QLC** TALENT in *weird* places! (It's not all sitting in your Development Operation right now!) Become a **TALENT SCOUT**. Look *INSIDE*. Look *OUTSIDE*. THEN TURN 'EM INTO A TEAM.

Guiding Principle 6. **FOCUS ON RELATIONSHIPS!!**

This Guiding Principle is very SIMPLE to apply:

QLC's are about **MAXIMIZING RELATIONSHIPS ... AT THIS GIVEN MOMENT IN TIME!!!**

Don't ponder this. Just apply the principle. **QLC's** are not about 'CULTIVATION.' (That's where you spread manure on plants.)

Yes, of course, it may take multiple visits or a three to six-month STRATEGY for your very top LEADERSHIP INVESTORS. But, as I said, the goal is to **MAXIMIZE THE RELATIONSHIP AT THIS GIVEN MOMENT IN TIME!** Trust me. Go for it.

RIGHT NOW!

CHALLENGE NO. 3

APPLYING THE **FOR IMPACT** 9 GUIDING PRINCIPLES
TO YOUR QUANTUM LEAP CAMPAIGN

CHANGE THE WAY YOU **FUND**

Don't panic. I don't mean you actually have to *change* anything.

Just pretend ... *(He said with a hint of sarcasm.)*

If you don't understand that Quantum Leaps and **QLC** require you to **CHANGE** the way you **FUND**, *you might deserve a bit of sarcasm.*

As always, **CHANGE** is never easy or comfortable ... but is absolutely **MANDATORY** for you to be successful at **FUNDING THE VISION!**

Guiding
Principle

7.

DO THE MATH

QLC

are the epitome of **DOING THE MATH!**

The **BLUE MATH (IMPACT)** around your **CAUSE** and your **CASE** is critical for your **MESSAGE** and your **PRESENTATION**.

Your **RED MATH (OPERATIONS)** is super important when it comes to **WHO** and **HOW** you're going to **DELIVER** on the vision, **BHAGs** and goals.

The **GREEN MATH (INCOME)** is *figuring out* **WHAT** has to happen to make the campaign **NUMBERS** work.

DOING THE MATH becomes a **SELF-FULFILLING PROPHECY**.
It makes the **IMPOSSIBLE** very **DOABLE**.

DO THE MATH ... and then ACT on IT!!!

Guiding Principle **8. COMMIT TO SALES**

A For Impact Mantra: **You're in SALES. Get OVER it.**

A **QLC** requires:

A **SALES** MENTALITY. A **SALES** CULTURE. A **SALES** PROCESS.

And, most importantly, a **SALES** ATTITUDE!

Two salesmen were sent to an island to 'sell' shoes.

One **with** SALES ATTITUDE. One **without**.

Salesman 1 (Telegram):

10,000 natives. None wear shoes. Coming home.

Salesman 2 (Telegram):

*10,000 natives. None wear shoes. **Send 10,000 pairs.***

Who would you want on your SALES TEAM?

Guiding Principle **9. JUST ASK**

If you're with me this far, this Guiding Principle should require absolutely NO 'explanation.' **JUST ASK.**

JUST ASK.

JUST ASK.

No More

~~Traditional
Campaigns~~

No More

~~STRATEGIC
PLANS~~

~~FEASIBILITY
STUDIES~~

~~CAMPAIGN
BROCHURES~~

~~CAMPAIGN
VIDEOS~~

~~BUILDING
CAMPAIGNS~~

~~CAMPAIGN
FUNCTIONS~~

~~SILENT
PHASES~~

~~CAMPAIGN
COMMITTEES~~

~~CASE
STATEMENTS~~

~~CULTIVATION~~

~~VOLUNTEER
SOLICITATIONS~~

~~GENERAL
CAMPAIGNS~~

~~CAPITAL
CAMPAIGNS~~

~~SILOS~~

~~TRANSACTIONS~~

~~PUBLIC
PHASES~~

~~CAMPAIGN
STAFF~~

NOW THAT I HAVE YOUR ATTENTION ...

What is the **NEW MODEL (ALTERNATIVE SOLUTION)** for all of the above???

It's called a:





FEASIBILITY STUDIES

Having watched hundreds (maybe even thousands) of 'NONPROFITS' do FEASIBILITY STUDIES... *I still don't get it!*

INTERNAL staff gets together. Agree they need more money. INTERNAL group decides to do a campaign to raise more money. INTERNAL leaders enlist EXTERNAL consultants to do a feasibility study... for justification, CYA and backup.

Think about this 'feasibility' scenario:

- No Sharing of Vision.
- No Engagement.
- No Dialogue.
- No Involvement.
- No Presentation of an Opportunity.

* 'CONSULTANT' to 'PROSPECT':

If 'XYZ NONPROFITORG' were to do a HYPOTHETICAL Campaign with a HYPOTHETICAL goal... how much HYPOTHETICAL money would you HYPOTHETICALLY give to this HYPOTHETICAL Campaign?

(WOW! sign me up!)

LEADERSHIP CONSENSUS BUILDING

Get your TOP **STAKEHOLDERS** INVOLVED in building the PLAN... for both IMPACT and INCOME!!!

This OWNERSHIP will translate into a HUGE RETURN on the time, energy and resources you INVEST in this process.

I've chosen these 3 words carefully, and used this process effectively for the last 20 years.

1. LEADERSHIP. It is what it is. It is what it says. ENGAGE your best LEADERS in this PROCESS of MESSAGE CLARIFICATION, PRIORITIZATION, and the FUNDING PLAN.

2. CONSENSUS. CONSENSUS is about the RIGHT DECISION... NOT (necessarily) about 'UNANIMOUS' AGREEMENT on a politically correct, watered down, something-for-everyone MISSION STATEMENT/PLAN. CONSENSUS (on Vision/Priorities/Goals) CREATES COMMITMENT... GENERATES MOMENTUM... and FORCES ENGAGEMENT (vs. passive participation).

Nota Bene: "PASSION IS CONTAGIOUS!" (Nick Fellers)

3. BUILDING. This is the kicker. This is the 'action word' that makes this idea worth MILLIONS!!! You must provide a **FRAMEWORK** to let your STAKEHOLDERS help BUILD!!!

*This approach also serves as '**THE**' most powerful form of PREDISPOSITION.

INVOLVEMENT BEGETS INVESTMENT!!!



CASE STATEMENTS

These used to work ... in the early 70's!
CASE STATEMENTS are almost always
INTERNALLY DRIVEN. They're *Visions in
a Vacuum. Priorities in Private. Decisions in
the Dark*. They take 18 months to two years ...
to decide that the organization would "like to
have more endowment"!

(No kidding?!)

(Where we talk to ourselves)

FIVE-YEAR STRATEGIC PLANS

I am an admitted 'contrarian freak' on
strategic plans and business plans. They are
nothing but a work of *fiction* prepared by
'left-brained' accountant types.

If you're looking for an undecipherable,
unimaginative, unread, thick binder to use as
a bookend on your shelf... then, by all means,
do a STRATEGIC PLAN (or a FEASIBILITY
STUDY).

FIVE-YEAR CYCLES

The classic traditional model of 'CAMPAIGNS'
is built around:

- Planning for two to three years...
- Running the campaign for five years...
- Provide a 'cooling off' period for two to
three years...

* Then 'doing it all over again!'

This five years on/five years off cycle misses
so many opportunities, it's ridiculous.



INVOLVEMENT BEGETS INVESTMENT

Involving your entire STAKEHOLDER
GROUP is the key to any successful Campaign
Initiative. Use the **Leadership Consensus
Building** process, **one-on-one visits** for
input and feedback, **board meetings** and
other normal **gatherings of stakeholders** to
present the Vision, Message and Priorities.
Then, use a 'MAPPING' process to create your
AGENDA for the future.

Tom Mucks stated what he and every other
partner with The Suddes Group has known for
20+ years, "**Leadership will underwrite a
plan that they help write.**"

1,000-DAY JOURNEYS

If, on the other hand, you are really, really into
VISION, your **MISSION/MEANING/MESSAGE**,
an **ACTION PLAN** that provides **FOCUS** and
DIRECTION ... then do a **1,000-day JOURNEY**
(11 quarters, 33 months, almost three years)...
and match it with a 1,000-day **FUNDING PLAN**!

FUNDING THE VISION ... ALWAYS

IF you buy into the concept that the
development operation/funding model is built
on **RELATIONSHIPS**... then you would
understand that **RELATIONSHIPS** are NOT
CYCLICAL! You are **ALWAYS** building,
enhancing and maximizing **RELATIONSHIPS**...
whether you're *in* a campaign or not.

*"Fundraising never stops—an organization should
always be raising money and building
RELATIONSHIPS to raise money."*

--H. Fred Mickelson,

Volunteer Leader Extraordinaire



BUILDING CAMPAIGNS / CAPITAL CAMPAIGNS

Exclusively focusing on *BRICKS* and *MORTAR*/
CAPITAL improvements or *BUILDINGS* is
perfectly fine... **IF YOU'RE IN THE REAL
ESTATE BUSINESS!!!**

Nobody *cares* about your '*space*.' They want to
know how their INVESTMENT helps you **care**
for those you **serve**.

THE BIG PICTURE

Listen very carefully. This is based on direct,
hands-on involvement with more campaigns
than you'll ever see in your lifetime.

If you're a **For Impact** organization, you
MUST understand that it's not about the
building, the *space*, or the *complex* itself. It's
about **WHAT** and **HOW** these *bricks* and *walls*
and *campus* will be used to... **IMPACT**.

EVERY '*CAMPAIGN*,' built around **FUNDING**
THE VISION, should include **ALL** of the
OPPORTUNITIES available to help you deliver
on your vision, goals, message!!!

I'll make it easy. Just think about **PEOPLE**,
PROGRAMS and **PLACES** as the big
'3 buckets.' There are **OTHER** ways to look
at this, including:

capital + endowment + operations
students + faculty + campus
research + education + service

It's **HOW** you deliver your service/solution and,
in essence, **WHERE** your money goes...
that are critical to your **PRESENTATIONS**.

SILENT PHASE

The reason everyone did a '**SILENT PHASE**'
was because if/when the leaders didn't
'give,' we had to lower the goal! What a
silly way to try to '**FUND THE VISION**.'

LEADERSHIP INVESTMENTS

Obtain **TRANSFORMATIONAL GIFTS** from
your absolute best **THREE CHAMPIONS**.
Then, **MAXIMIZE** the **RELATIONSHIP** of your
TOP 10 prospects, and **NEXT 20 (Your TOP 33)**.
Then, do the same thing with your **TOP 100**.

If you do this, you are
GUARANTEED SUCCESS!!!



CAMPAIGN KICKOFF / GO PUBLIC

Let's do a BIG DINNER... and tell everybody what they already know:

"We're in a campaign."

Then let's 'ANNOUNCE' how much we've *RAISED* to date... which either *DEPRESSES* (because it's so low) or *DISCOURAGES* (because goal is already pretty much done).

GENERAL PHASE / ANNUAL FUND

While we all know that the bulk of our money is going to come from the **'top of the pyramid,'** we end up spending huge amounts of time, resources and money to get to the **'bottom of the pyramid.'** This is also where we run into the classic *competition* between the ANNUAL FUND and the CAMPAIGN!!!



If you're an *outside* investor or stakeholder or board member... this question of **'annual fund'** vs. **'campaign'** is pretty absurd (since they all believe it's going to the SAME organization or institution!).



SHARE THE VISION & ATTACK

As a **For Impact Organization**, you ought to have your act together enough to be willing to step forward and say: *"Here's our VISION... these are our Big Hairy Audacious Goals... this is where we want to BE in 10 years, 30 years or 100 years."*

It's not about a huge 'campaign kickoff'; it's about a **clear, concise** and **compelling MESSAGE**, consistently delivered... over and over and over again!!!

MEMBERSHIP SOCIETIES

It is much more effective, productive and valuable to put significant emphasis, time and resources into building up your key MEMBERSHIP SOCIETIES!!!

- A 'LEGACY SOCIETY' to obtain a **specific** (minimum \$100,000) commitment to the future.
- A 'PRESIDENT'S CIRCLE' (at \$10,000+) for innovation or unbudgeted opportunities.
- A 'LEADERSHIP SOCIETY' as the entry level to significant investments (usually \$1,000 to \$2,000 annually).

The rationale for all this is very persuasive, but too much to go into in this Manifesto. Suffice to say that **100 members** at \$1,000 is the **'equivalent impact'** of **\$2 Million** in your **endowment!** **100 members** at \$10,000 is the **'equivalent impact'** of **\$20 Million** in your **endowment!** **100 members** in your Legacy Society (at \$100,000 minimum) IS **\$10 Million** in your (future) endowment!

(WOW!)



CAMPAIGN COMMITTEES

'Campaign committees' are all about 'length' (the more *names* we get the better) and 'depth' (lining up the names on the side of our stationery).

Are you getting people on your 'campaign committee' because:

- a) You don't 'like' the people on your board?
- b) You can't get these people on your board?
- c) You're *hoping* that they'd agree to be on your campaign committee so it will make it a lot easier to get a lot of money???

(Read this again and see if you'd like that to be published in your next 'campaign newsletter'.)

*Special BOARD Note

Following is a *direct quote* from a 'FEASIBILITY STUDY' conducted by a very old and well respected 'Consulting Firm.'

"The Board must feel charged with the **BURDEN** (*my bold/caps!*) of the campaign's success."

"Trustees are expected to give **SACRIFICIALLY** (*again, my bold/caps!*)".

WOW! '**BURDEN**'. '**SACRIFICE**'. Those two words alone should cause board members to **enthusiastically** and **passionately** engage in your 'campaign'.

(UGH.)


BOARD / LEADERSHIP CHAMPIONS

Having done this a 'few' (300+) times, I can assure you that the best model for success is a ***small group of truly committed CHAMPIONS*** that will help guarantee the success of Funding Your Vision! They can come from your board. They can be part of your development/ advancement committee. They can be key community leaders who are committed to your cause.

Joe Breman, good friend/sage counsel/ really smart guy says, "***When choosing the CHAMPION/leader for a campaign, it is not always the nice guy or necessarily the largest giver. Passion, communication, commitment to the goal and quality of commitment are the traits that other investors follow.***"

Call it a "steering committee" or "kitchen cabinet." Just make sure this is NOT about *meetings* and *reports*. This is about your ability to pick up the phone or set up a visit with very little notice with leaders who really want to help you succeed!

***I cannot emphasize this enough.**

Give me three CHAMPIONS on a Vision /  Initiative, and I'll trounce the 45-member campaign committee with 'titles' and 'boxes' and 'meetings'

... by 100 fold!



CAMPAIGN ORGANIZATIONAL STRUCTURE ("BOXES")

In all these years, I have looked at some God-awful campaign organizational structures. They looked like they were put together by a 3-year-old with Legos (no offense to the 3-year-old!). If you think the old model of running (and supposedly delivering) a campaign is determined by the complexity of your 'organization chart' ... just ask your best 10 investors what inspiration and motivation is generated from these 'boxes' on your 'org chart.'

WARNING: Do not share this with H.R. or CONSULTING FIRMS. They will freak.



CAMPAIGN TEAM ("CIRCLES")

Think *blueberry pancakes*, *pepperoni pizza*, and the five *Olympic circles*! Before you blow this off as another Suddes whacky metaphor, I literally want you to think about

interconnected circles as opposed to 'hierarchical,' 'who-reports-to-whom,' 'boxes.'

Ask any great leader who actually gets stuff done and I believe you'll find very few of them who are still operating under the old military-industrial complex COMMAND and CONTROL model. Rather, they wholeheartedly (I purposely use that word with "heart" in it) embrace a COLLABORATIVE team model... BUILT AROUND 'CIRCLES.'

SILOS

As my buddy Tim Kight says, "**You are PERFECTLY DESIGNED to get the RESULTS you are getting.**"

Sooooooooo, if you have a planned giving **office**, a foundation **office**, a corporations **office**, an annual fund **office**, a grant-writing **office**, an alumni **office**, an IT **office**, etc., etc., etc., and a **CAMPAIGN OFFICE**... then you are designed (competitively) to **not** communicate, **not** collaborate and **not** play well together.

HOLISTIC APPROACH

It starts with the entire organizational TEAM... moves to the advancement/development TEAM... then, to the actual 'campaign' SALES TEAM!!!

Circles. Collaboration. Teams. All very *SIMPLE*, but certainly not *easy*.

A True Story *

Steve Elder and the Team at Colorado College have moved from a traditional 'ORG CHART' model with 'BOXES' (silos) to a very HOLISTIC APPROACH within their Advancement Office.

One of the things that I'm most impressed with is that they have taken this model and now applied it ACROSS the COLLEGE! For example, when Colorado College 'goes to a city,' it's now about development, alumni, admissions, and media/communications...ALL working together for the college!!!

WOW!



VOLUNTEER SOLICITATION (PEER-TO-PEER)

Just ask yourself 3 questions:.

1. Would Dell or General Electric or Microsoft or Apple or (insert your favorite 'business') leave their SALES and MARKETING effort to a bunch of 'VOLUNTEERS'?!!! *
2. Do any of your board members or volunteer leaders **really, really, really LIKE/WANT to ASK their FRIENDS for money?**
3. How does 'arm twisting,' 'chits' and 'trading dollars' further MAXIMIZE GIFTS and CREATE great RELATIONSHIPS?

Now, let me know if you still think this is the *RIGHT MODEL!*

- * I just confirmed this, again, with a very successful wealth management unit at Merrill Lynch in New York. They're still laughing about turning over SALES to some Merrill Lynch 'VOLUNTEERS'!

PROFESSIONAL PRESENTATIONS (SALES TEAM)

STAFF are the key *Relationship Managers*. Thus, they are responsible for *managing the relationship*. **Volunteer leaders, board members, natural partners** are a very, very important part of the SALES TEAM, SALES PROCESS and the SALES PRESENTATION; but sending them out '**alone**' to '**trade dollars**' and '**not follow-up**' ... could be one of the most asinine methodologies in the history of eleemosynary activities (read: 'Fundraising').

- * Lucky me. I was brought up on the '**staff makes the presentation**' model at Notre Dame. My two bosses and mentors, Jim Frick and Brian Regan, built a model and a staff that was very, very, very good at these presentations. I didn't realize at the time, but Notre Dame was one of the few institutions/organizations that did NOT use their volunteers or board or campaign committee as the **primary 'solicitor.'** It worked then. It worked for me for 20 years with The Suddes Group model. It will work for you.



CAMPAIGN BROCHURES

Huge, text-dense, award-winning campaign MATERIAL still works well...

IF you are 'presenting' to an 'old-line foundation' and want to 'overwhelm them' with 'stuff.'

It's safe to say, with very, very few exceptions, **I have never read a CAMPAIGN BROCHURE I liked.**

P.S. Your campaign 'piece' shouldn't hurt your back carrying it on a visit!



PRESENTATION TOOLS

BUILD SIMPLE.

"If you can't write your movie idea on the back of a business card, you ain't got a movie."

(Samuel Goldwyn)

Einstein's Theory of Relativity was only 3 pages, 3 words and, ultimately, 3 letters!!!

You need three critical PRESENTATION TOOLS for your  Initiative.

1. A 'NAPKIN'
2. A FLOW SHEET
3. ONE-PAGE Supplements that reinforce the People, Programs or Places around your '3 buckets'

CAMPAIGN FUNCTIONS

Sacred Cow. Baggage. Same old, same old.

Host. Invitations. Video with talking heads. Plea from organization leadership. "Please fill out the pledge form before you leave!"

(UGH.)

MEMORABLE EXPERIENCES

Make every campaign 'moment of truth' and 'point of contact' a truly MEMORABLE EXPERIENCE! Bring potential investors to WHERE you deliver your services or touch those whom you serve. Let them get INVOLVED. Have them leave thinking they were at the **Cirque du Soleil**, not some carnival tent with a zebra, an elephant and a guy in a really tall hat.

CAMPAIGN VIDEOS

In the age of MTV, TiVo, Google and streaming video, does anyone believe that an expensive, long, 'talking head' video of 'WHY people should give (money)' ... would actually engage or motivate anyone??

WOW (!) MULTIMEDIA

This could range from a six minute DVD/CD sent out as PREDISPOSITION—to VIRTUAL TOURS online—to ACTUAL (REAL) PEOPLE being involved in the MEMORABLE EXPERIENCE and the PRESENTATION.



LAME 'PSUEDO' CAMPAIGNS

These are desperate 'SURVIVAL' gimmicks disguised as a campaign. Somehow, we think that calling something a *campaign* makes it easier to raise a lot of money. *Bullhonky.*

EVERYTHING'S A PROJECT (MINI-CAMPAIGNS)

It's certainly okay to run smaller initiatives around a **specific need**. I am a big believer in the *EAP* (Everything's A Project) model. Making a PROJECT (mini-campaign) of a specific program or opportunity is fine ... as long as it fits in the context of the overall VISION.

HOPE AS A STRATEGY

Guess what? HOPE is NOT a strategy.



will get you exactly where you **know** it will get you: **(K)NOWHERE**.

DO THE MATH

You need to do your **BLUE MATH** around your vision and your buckets... **RED MATH** around your staff/team... and your **GREEN MATH** around your funding pyramid, your master prospect list, etc. IT'S THAT 'SIMPLE.'

(See 'MAGIC NAPKIN' p.47-48)

ASK FOR 'MONEY'

No matter how many times I say JUST ASK for EVERYTHING... except for MONEY ... it gets misunderstood. I will say it again: DON'T ASK FOR MONEY.

Money, in and of itself, is worthless wampum.

PRESENT THE OPPORTUNITY

The alternative is to PRESENT THE OPPORTUNITY... to QUALIFIED PROSPECTS or POTENTIAL INVESTORS... on a VISIT... sitting SHOULDER-TO-SHOULDER... to help FUND THE VISION.

TRANSACTIONS

If everything that happens in your campaign is a 'TRANSACTION'... built around *pledge cards and invoices and 3 x 5 prospect cards*... then you deserve what you get: a 'TRANSACTION.'

RELATIONSHIPS

Martha Rogers & Don Peppers, the two gurus of one-on-one marketing/relationships, say it best: "A **RELATIONSHIP** is (1) a continuing series of (2) collaborative interactions, (3) inherently unique to the individual participant."

Everything in the For Impact Development Office model and Sales Process is built upon a foundation of **RELATIONSHIPS**.



CULTIVATION & STEWARDSHIP

I hate the word 'cultivation' (maybe because it implies the *spreading of manure*).

'Stewardship' is a wonderful *church* word, but belongs on the IMPACT side of the equation... **not** as a foundation for INCOME generation.



MAXIMIZE RELATIONSHIPS, NOW.

A big secret:

If you don't **MAXIMIZE...**

every **RELATIONSHIP...**

as **BEST** you can...

at **THIS GIVEN MOMENT...**

You will end up with 'peanuts' instead of 'nuggets' for your efforts.

You're in SALES. Get over it.

GO SELL!



33 LESSONS TO HELP YOU FUND YOUR VISION

**THERE ARE NO FAILURES.
JUST LESSONS.**

(3rd Century Motivational Speaker)

**SUCCESS IS USUALLY A RESULT OF GOOD JUDGEMENT.
GOOD JUDGMENT IS USUALLY A RESULT OF EXPERIENCE.
EXPERIENCE IS USUALLY A RESULT OF BAD JUDGEMENT.**

(Will Rogers)

These two **epigraphs** are the foundation for the LESSONS in the Quantum Leap Campaign Manifesto.

As I tell an audience: If Will Rogers is right, then I may be the most SUCCESSFUL person you know!

Certainly I am one of the most EXPERIENCED campaign sales guys still breathing.

33 years, over 300 *campaigns* and 6,000+ presentations have provided me with a lot of 'FAILURES' and 'LESSONS.'

Here are **33** of the BEST LESSONS I have learned regarding 'CAMPAIGNS.' (Obviously, I'm not the 'sharpest tool in the shed,' since that comes out to about one lesson per year!)

Whatever you do, **USE the LESSON.** (It's not necessarily about the SPECIFIC WORDS or STORIES.)

33 LESSONS TO HELP YOU FUND YOUR VISION

1. **ATTITUDE IS EVERYTHING.** 'Nuff said. But, since I always 'overkill,' I would add that every single successful campaign which I've managed, been engaged with, seen, or read about... was a direct function of ATTITUDE!

I'm not Pollyanna with rose-colored glasses living in Alice's Wonderland. This is not some 'Positive Mental Attitude' pabulum that solves everything. It is, literally, about **ATTITUDE... IS... EVERYTHING!!!**

You may have read somewhere that the Chinese symbol for the word "CRISIS" AND "OPPORTUNITY" are exactly the same. How you deal with it is about your **ATTITUDE.**

I am an admitted 'PMA' believer/junkie. My first and perhaps most lasting exposure to this principle was through Napoleon Hill's *Think & Grow Rich* and *Laws of Success* which led me to W. Clement Stone, who led me to Og Mandino and on and on.

What did I learn?

▲ **CHANGE YOUR ATTITUDE ... CHANGE THE WORLD.**

I will re-state this, beat you up with this, never let up on this:
ATTITUDE IS EVERYTHING!

Here are 3 IDEAS TO HELP YOUR ATTITUDE with PROSPECTS/POTENTIAL INVESTORS:

1. ALWAYS ASSUME THE BEST. TELL YOURSELF: "TIMING is PERFECT..."
"They just INHERITED a large fortune..." "Their BUSINESS is booming..."
*And, of course, "They love our CAUSE and our CASE!!!"


2. DON'T MAKE THE DECISION FOR YOUR PROSPECTIVE INVESTOR!!!
(Especially **before** you even get there!!!) "They're burnt out..." "They've got 3 kids in college..." "They're still paying on an OLD pledge..." "I'm not SURE they can do \$10,000 or \$100,000..." etc.
*It's not important whether 'YOU' are 'SURE.' IT'S NOT YOUR MONEY! Give them a chance to say "YES!"

3. KNOCK THEM OFF THEIR CHAIR ... Get (a few of) them to FALL OFF THEIR CHAIR... in SHOCK... at the MAGNITUDE of YOUR PRESENTATION. (If you have NOT caused someone lately to be SHOCKED at the SIZE of the OPPORTUNITY... You're **not** THINKING BIG ENOUGH!)

33 LESSONS TO HELP YOU FUND YOUR VISION


2. "MAKE NO MISTAKE. WE'RE IN A CAMPAIGN."

Dick Celeste is my good friend, brilliant thinker and the *second* best college president I've ever encountered (Notre Dame's Father Hesburgh has no peer; no one even close). Dick said this to his board after I had made kind of a big deal about NOT doing a 'traditional campaign' or a 'typical campaign.' As always, he was absolutely right. Call it whatever the heck you want, but when you commit to a QUANTUM LEAP 'CAMPAIGN'...you are **"IN A CAMPAIGN!"** Burn the boats. Destroy the bridges. Attack as if your very life depended on it.

A  requires ALL the things that we do NOT have in our 'normal' day-to-day development operation: GOALS. DEADLINES. MOTIVATION. MOMENTUM. SENSE OF URGENCY. SPECIFICITY. INTENSITY. FOCUS. BEGINNING & END. And, a REASON to **JUST ASK!** *(Someone's usually does!)*

A campaign is a *MINDSET* ... a 'get up in the morning and ask yourself what you're going to do today to move the proverbial ball forward' kind of mentality. (Could also mean the last thing you think of before you fall asleep.) ...at 2:00 a.m.

3. "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.

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 super successful former Suddes Group partner, says, simply: "Passion and commitment from LEADERSHIP will overcome all obstacles."

33 LESSONS TO HELP YOU FUND YOUR VISION

4. EVERYTHING'S A PROJECT.

One of my best friends, Steve Elder, also happens to be the BEST Vice President of Advancement (Development) that I know. (He's leading a great team committed to INNOVATION and QUANTUM LEAPS and providing \$300 Million to FUND THE VISION at Colorado College.)

This lesson is one of Steve's favorite mantras!

EVERYTHING (literally) is A PROJECT.

Every PROJECT has a Team Leader, a Project Team, a Support Team, Goals, Tools, Resources, Timetables, Measurements and more. Steve and his stellar team create a PROJECT ACTION PLAN... make constant ADJUSTMENTS (feedback)... and continually FOCUS on the project goal (feed forward).

Let me be more specific with this example:

- Their entire \$300 Million CAMPAIGN is a PROJECT
- Each LEVEL of the pyramid is a PROJECT
(Lead Investments, Project Initiatives, Membership Societies, etc.)
- Each PRIORITY or PROGRAM is a PROJECT
- Funding for every major CAMPUS IMPROVEMENT is a PROJECT


I love this closing thought from Steve on PROJECTS:

"If your Project Team can't fit in a mini-bus, it's too big."

Not sure if this 'fits' here, but it's a powerful thought by Dan Reagan, Team Leader of Notre Dame's successful \$1 Billion campaign:

"Look at a campaign as a series of 'one-year campaigns' (PROJECTS). This forces you into continuous planning and gives you the flexibility to adjust."

5. 'ON BOARD'

Know the difference between 'ON' board and on 'THE' board. A  requires ALIGNMENT around the BIG STUFF.

Again, 'Unanimous consent' isn't always the best answer. Healthy (intense) dialogue/discussion leads to the RIGHT decision ... not just the one that's *easiest* to get *passed*. Do whatever it takes to get agreement on the Vision, B.H.A.G.s and Priorities.

*I have failed on meeting a handful of campaign funding goals (not too bad out of 300). ALL have failed because the BOARD wasn't 'ON BOARD'... or the key investors weren't 'ON BOARD' ... or both.

(A BORED BOARD?)

33 LESSONS TO HELP YOU FUND YOUR VISION

6. STEP UP.

One well-learned lesson: Everybody needs to 'STEP UP' their game. Board. Admin. Staff. Volunteer Leaders. Development Team. And, of course, your INVESTORS.

One simple idea: EVERYBODY (internally) raises the level of their game and takes on a HIGHER SET of responsibilities. Everybody passes DOWN things that they can't do in this new model. Which, in turn, gives the younger or junior members of the team *MORE RESPONSIBILITY*. Even the 'last in line' steps up. (Anything that has to get 'dropped' at that point, just needs to be let go.)

7. FOCUS. FOCUS. FOCUS.

Jim Collins' HEDGEHOG concept. Tom Peters' MONOMANIACS WITH A MISSION. Al Ries' FOCUS is KEY to EVERYTHING. And on and on. If you're 'IN' a *QLC* ... then get 'IN' it, and stay 'IN' it.

Again, wake up in the morning and think about your goals, your plan, your execution. **Then, ACT!**

*Special
Note:
(Covey)

In order to FOCUS, you've got to LET GO OF ALL other miscellaneous, extraneous 'QUADRANT 3 and 4' activities. *Drop EVERYTHING that is NOT IMPORTANT...WHETHER URGENT OR NOT* (See Lesson 6).

8. DO. DELEGATE. DUMP.

One simple way to gain FOCUS is to look at EVERYTHING you're doing and decide:

- 1) What you're going to continue to DO (relative to the *QLC*).
- 2) What you're going to DELEGATE. (Somebody has to do it. Just not you.)
- 3) What you're going to DUMP. (Not do. Nobody's going to do it.)

9. "NO EXCUSES. NO TIMEOUTS. NO SUBSTITUTIONS"

This is the MANTRA for Notre Dame's Boxing Program (where I've been the coach for 30+ years). Take it to heart. ONE way to apply this is to THINK/ACT as if you were in a POLITICAL CAMPAIGN.

- 1) There's an election day. You can't postpone it. **(NO TIMEOUTS.)**
- 2) There's a winner ... and losers. Period. **(NO EXCUSES.)**
- 3) You're stuck with 'the horse you rode in on.' **(NO SUBSTITUTIONS.)**

33 LESSONS TO HELP YOU FUND YOUR VISION

10. GET MORE AGGRESSIVE!

QLCs are NOT made by doing things that are 'EASY' or 'COMFORTABLE'.
As the bumper sticker says, **"IF YOU'RE NOT LIVING ON THE EDGE ...
YOU'RE TAKING UP TOO MUCH ROOM!"**

I've had many a president/executive director/board member ask me why we aren't getting more commitments on the FIRST VISIT. The answer almost every time is the fact that we are PRESENTING OPPORTUNITIES at a much GREATER LEVEL than our potential investor expected. If you want to 'CLOSE' a lot of commitments fast, simply ask for the 'easy, comfortable' number (e.g. \$100,000 from a \$1 Million plus prospect.) vs. a **'TRANSFORMATIONAL GIFT.'**

My first and most influential mentor was Frank Sullivan, the best life insurance salesman in the world. Frank always said: **"It's easier to sell a \$1 Million policy to a QUALIFIED PROSPECT than it is to sell a \$10,000 policy to a relative."**

11. LET GO OF YOUR BAGGAGE.

You just can't make a QUANTUM LEAP dragging 'BAGGAGE,' 'SACRED COWS,' and an 'ALWAYS DONE IT THIS WAY' attitude.

"IL SOLE NO MUOVE." Da Vinci and Copernicus both got blasted (by the church) for espousing this heresy: "THE SUN DOESN'T MOVE."

"World is flat." "Can't break 4 minutes in the mile." "Peers must ask peers (for money)." "Feasibility studies are mandatory." Etc.

Let go of your 'BAGGAGE.' All of it.

12. 'ENGAGE. THEN PLAN.'

Andy Groves said it. You need to LIVE it! It seems counterintuitive. Obviously you need a very SIMPLE Funding Plan. More importantly, however, you need to ENGAGE. TAKE ACTION.

Your 'PLAN' will get better and better...as you're actually out DOING IT!

"Every PLAN looks great until the first contact with the enemy." (Sun Tzu)

"Every fighter has a PLAN ... until he gets hit." (Leon Spinks)

"We have a STRATEGIC PLAN. It's called 'DOING THINGS'." (Herb Kelleher S.W.A.)

33 LESSONS TO HELP YOU FUND YOUR VISION

13. **FAIL. FAIL FAST. FAIL BETTER**

Of all the lessons I share on campaigns, this one seems to be the most provocative. Most people don't like to FAIL. In fact, they're AFRAID to FAIL. Their culture is built on *"Failure is a bad thing."* *"I get punished or reprimanded or dirty looks when I fail."* *"I'd rather not try than fail."*

That is NOT the CULTURE for SUCCESS of a **QLC!!!**

If you're not *failing*, you're basically not doing anything.

FAIL. FAIL FAST. FAIL BETTER.

Then, obviously, LEARN every time you 'FAIL' ... and adapt accordingly.

Could you ever...GO THIS FAR?

"REWARD GREAT FAILURES.

PUNISH MEDIOCRE SUCCESSES." (Phil Daniels via Tom Peters)

NOTE: The 'man on the unicycle,' Steve Elder, Colorado College Vice President and LEAD DOG for the \$300 Million Campaign, has been riding his UNICYCLE since 5th grade.

He uses these 3 words to relate this activity to the campaign:

PRACTICE. FALLING. BALANCE.

- You've got to PRACTICE!!!
- You can't be afraid to FALL (FAIL)!!!
- You are seeking BALANCE (in life and in the campaign)!!!

14. **PROTOTYPE EVERYTHING.**

Again, ENGAGE. Then plan. Try stuff. Prototypes. Experiments. Demonstrations. Tests. Try it. Do it. Fix it. Test the model. Test your message (with real people/prospects). Test your Sales Team (and adjust accordingly!). Michael Schrage, "SERIOUS PLAY" author, says:

"True INNOVATION comes after REAL ACTION."

"There are PROTO-TYPERS ... and JUST-TYPERS.

PROTO-TYPERS BUILD and ACT. TYPERS just TYPE." (Guy Kawasaki)

33 LESSONS TO HELP YOU FUND YOUR VISION

15. SPEED DOESN'T KILL.

As Mario Andretti said, "If you feel like you're still in control, you're not going FAST enough."

A **QLC** is about SPEED. MOMENTUM. MASSIVE ACTION.
A SENSE OF URGENCY.

IF there is NO **INTERNAL** 'SENSE OF URGENCY' (SPEED)... there will be no **EXTERNAL** 'SENSE OF URGENCY.' ("Why should I make a decision NOW to make a really big IMPACT on your organization [and on the campaign] ... when there is no sense of urgency on the organization's part?")

I know. You're thinking that you actually need to 'slow down,' 'do better planning,' 'get all your ducks in a row,' etc., etc. You're wrong. *(See the next few lessons)*

PS. "SIMPLICITY EQUALS SPEED" (Jack Welch)

Love him or hate him, Jack Welch, former Chairman/CEO of G.E., is one of the most highly regarded business leaders of the last 25 years. He reinforces my own experience: To go FASTER... SIMPLIFY!

16. ACT OR ASK.

Make this a big part of your TEAM CULTURE. A BIG, BIG part of the culture. Everyone on the team needs to either ACT or ASK!

If they *know* what to do, DO IT.

If they *think* they know what to do, DO IT.

If they aren't clear, then ASK ... and then DO IT.

17. W.I.T. (WHATEVER IT TAKES).

I know. A cliched aphorism of every COACH in America. But ... I don't know how to convey this lesson in fewer (or different) words. So, just take it literally, word for word:

WHATEVER ... IT... TAKES!

WHATEVER IT TAKES to meet your goals.

WHATEVER IT TAKES to get a visit.

WHATEVER IT TAKES to follow-up.

WHATEVER IT TAKES...

TO FUND THE VISION.

33 LESSONS TO HELP YOU FUND YOUR VISION


18. OSCILLATION.

It's not just a big word. A  is a lot like doing 'WIND SPRINTS,' a particular form of training that mixes INTENSE EFFORT with RECOVERY TIME.

Jim Loehr, über-coach of world-class athletes (and now corporate leaders), makes a big deal of this 'OSCILLATION' thing. (Julia Cameron also talks about it in musical terms: 'REST,' which is the 'SPACE' between the 'NOTES'.)

Here's a great personal mantra, from the cover of Loehr's terrific book, *POWER OF FULL ENGAGEMENT*:


"MANAGE your ENERGY NOT your TIME."

Whatever you call it, a  requires BLITZES, BURSTS and BACKING OFF... in order to recuperate ... in order to attack. Perhaps the best analogy for me is a boxing match (which I happen to know a little bit about). You fight a two-minute round. Get a one minute rest. Fight a two-minute round. Get a one-minute rest. Within the round, you're on offense and defense. You're moving, hitting, defending, resting (while moving), etc.

Special Note: For 35 years, Colorado College has used this idea in what they call the 'BLOCK PLAN.' One Class. 3 Weeks. Time Off. Next Class. 3 Weeks. Time Off.

OSCILLATION works. Use it.

19. POWER OF ONE.

A lot of these lessons are about 'team' and 'collaboration,' etc. However, from what I've seen (and helped do), much of the SUCCESS of a  is dependent upon the POWER OF ONE: ONE PERSON. ONE IDEA. ONE VISION.

Power of One doesn't just mean Martin Luther King, Rosa Parks, Gandhi, Jefferson, et al. (although a strong LEADER really helps!). (See #3)

I'm also talking about the ATTITUDE of PEOPLE on YOUR BUS!

I hate the word 'empowerment,' It sounds like a fancy cop-out. However, IF empowerment means building a culture where every single ONE of your people understand that they can ACT or ASK... that they have the POWER OF ONE... then go for it.

"The cynic says, 'ONE MAN can't do anything'. I say, only ONE MAN can do anything. All good ideas start with ONE MAN. The creative, caring, believing person sends out WAVES of INFLUENCE. He affects others who in turn affects others." John W. Gardner (Pre-Women Rule)

33 LESSONS TO HELP YOU FUND YOUR VISION

20. NO "I" IN "TEAM" IS A CROCK.

Sounds like a paradox to 'CIRCLES / TEAMS,' but I know you get my point. EVERY TEAM IS COMPRISED OF INDIVIDUALS (I)... each with their own talent, strengths, etc. You've got to have the right PLAYERS... in the right SEATS ... to have a great TEAM. (See 'BUS' pg.14)

* Special Note: FOCUS on STRENGTHS!

"It's easier to change *PEOPLE* than to *CHANGE* people." Kers Devries

21. WHO, NOT HOW.


While I'm on this 'I' / Team thing... It's much more important to determine the *WHO*, not the *HOW*.

Get the RIGHT people (WHO)... and they'll figure out the 'HOW.'

P.S. Find people who can get a "**MESSAGE TO GARCIA.**" (If you can't research/find out what this means... you're not one of them!)

22. HIRE MAVERICKS.

Another conundrum, paradox, whatever.

Yes, a  is a TEAM SPORT. Yes, you need great TALENT. Yes, you need TEAM WORK, CHEMISTRY, etc.

At the same time, you need *WEIRD* people. You need *MAVERICKS* that **challenge** everything you do, and the way you do it.

Go hire a maverick. A weirdo. An artist. A whacko sales guy. An anthropologist. Yes, even a 'freak.' Somebody **DIFFERENT!** Then, let them do their thing. Watch 'STUFF' happen.

23. It's ALL about SALES.

I know. It's a 'napkin'. It's a 'Guiding Principle'. It's everywhere! But it's also a big freakin' lesson: Those who successfully achieve campaign success are driven by SALES.

3 questions to get you going:

- Have you built a SALES CULTURE??? (*Goals, Measurement, Tools, Resources*)
- Who is your SALES MANAGER??? (*In Other Words, Who is the Sales Team Leader*)
- Who is on your SALES TEAM??? (*Do they know it?*)

33 LESSONS TO HELP YOU FUND YOUR VISION

24. SALES REQUIRES PEOPLE. . .PROCESS. . .PERFORMANCE.

There it is. The '3 P alliteration' that summarizes all 'SALES'!

SALES SUCCESS is a direct result of combining your SALES PEOPLE with a SALES PROCESS and then relying on them to PERFORM! (You need all three. Two of three won't cut it. One of three, close up shop.)

Note: Most 'NFP' orgs don't know where to begin re: a SALES PROCESS. I've spent 30 years building and refining a SALES PROCESS.

(Check it out on pages 49 & 50 or G.P. #8.)

25. SALES REQUIRES 'MEASUREMENT.'

The old adage of **"what gets measured gets done"** is an overused/abused cliché, but it captures the essence of a SALES culture. EVERYTHING, and I mean EVERYTHING, needs to be MEASURED.

**ACTIVITY / PRODUCTIVITY.
WHAT WORKS / WHAT DOESN'T.
EVERY NUMBER / EVERY PROJECT.**

Two of the best people I have ever worked with offer terrific insights here.

Fred 'Falcon' Mickelson is a former 'big dog' at a very large corporation, 'professional' volunteer leader, board chair, and an absolutely brilliant thinker.

"Activities are necessary and lead to results, but activities are NOT results. Therefore, keep track of activities, but set REAL goals and measure progress towards achieving those goals on a specific, pre-set timeline."

REMEMBER, YOU GET WHAT YOU MEASURE!

Terry Fairholm is a former Suddes Group partner and 'hockey puck' with an MBA and 20 years of super successful FIELD experience as one of the best campaign leaders in the industry.

"It's not about activity, it's about RESULTS. 'Getting the word out' is a statement that has never made any sense to me. We (development professionals) don't get paid to get the word out; we get paid to raise money."

33 LESSONS TO HELP YOU FUND YOUR VISION

26. Do your PUSH-UPS.

I always ask an audience when we talk about MEASUREMENT and GOALS and NUMBERS and DOING THE MATH ...

"How many of you think you can do **10,000 PUSH-UPS** in a **YEAR**?"

Very few people raise their hands (and there is always a couple of who simply look at you like: "WHY would I even WANT to do 10,000 push-ups?").

Then I ask: "*How many of you can do 30 push-ups in a DAY? 2 push-ups in an HOUR???*"

Now, (almost) every hand is raised.

"Well, if you do two an hour ... the 15 hours that you're awake ... every day of the year ... you will do **OVER 10,000 push-ups in a year!!!**"



GOALS are like eating the proverbial elephant ... **ONE BITE AT A TIME**. One 'PUSH-UP' at a time. Every day. Every week. Every month.

Quick **example**: Let's say 300 VISITS are required (ACTIVITY) to generate \$10 Million (PRODUCTIVITY). If the campaign timeline is 6 months, just do the 'push-up' math! 50 a month; 12 a week; 4 a day, 3 days a week.

Here is a less aggressive (11 vs 6) model that works everytime.

$$\begin{array}{ccccccc} 3 & & 3 & & 3 & & 11 \\ \text{VISITS / DAY} & \times & \text{DAYS / WEEK} & \times & \text{WEEKS} & \times & \text{MONTHS} = 300 \\ & & & & & & \text{VISITS} \end{array}$$

27. WRITE IT DOWN. IT WILL HAPPEN.

I LIVE by this mantra.

Forget the scientific rationale for this (it's there). All I can tell you is ... IF you WRITE IT DOWN ... IT WILL HAPPEN! This starts with GOALS and includes your Master Prospect List, your Campaign Pyramid, your strategy on visits, and on and on and on.

Bottom line:

WIDIWH becomes an SFP (SELF-FULFILLING PROPHECY).

33 LESSONS TO HELP YOU FUND YOUR VISION

28 VISION ROOMS RULE!!!

You need a 'PLACE' to visualize your plan, your numbers, your SFPs. A kind of 'WAR ROOM' if you'll forgive the macho, male, militaristic verbiage. But, think about Napoleon's campaigns or NORAD or NASA or the 'SITUATION ROOM' in the White House (which you used to be able to see almost every week on *West Wing*, *Commander-In-Chief* or *E-Ring*, etc).

You need ONE 'SPACE' that is totally dedicated to the campaign... an INTERNAL space for the PLANNING and EXECUTION of a mammoth undertaking to FUND YOUR VISION!

The walls are covered with whiteboard, poster size 'post-its,' large-scale maps, numbers, dollars, names, etc. When you walk in the door, you are immediately transported to a world with a **SINGULAR FOCUS: DOING WHATEVER IT TAKES** to achieve the GOALS and the NUMBERS and the DOLLARS reflected on the walls of the 'VISION' room.

29. SIMPLIFY YOUR MESSAGE.

Please, please, please. Don't blow off this 'LESSON'!

The SIMPLER the MESSAGE ... the STRONGER the CASE/RATIONALE FOR SUPPORT. You've heard this from me: (*ad nauseam*)

"If you can't SAY IT ... ON A NAPKIN ... you can't SELL IT!" (SUDDEN)

'Elevator Pitches.' 'One-Minute Selling.' A 'Napkin.' The 'Blue Box.'

'3 Buckets.' I don't care what you call it. **Just SIMPLIFY YOUR MESSAGE.**

* FUNDING THE VISION is very different than 'BUILDING CAMPAIGNS,' 'CAPITAL CAMPAIGNS' and 'CAMPAIGN CAMPAIGNS.' It's ALL about the VISION of the ORGANIZATION ... and tied directly to the **MISSION/MEANING/MESSAGE.**

A quick 'story' from the field: Colorado College President Dick Celeste took less than a year to bring the entire campus together for their MAPPING PROCESS (AGENDA). Out of that came these THREE THEMES.

- RIGOROUS INTELLECTUAL EXPERIENCE
- DIVERSE & RESPECTFUL COMMUNITY
- NEXT GENERATION CAMPUS

{ Those 3 THEMES
became these
3 BUCKETS }

- BEST FACULTY
- BEST STUDENTS
- BEST CAMPUS


...which require a \$300 Million Investment...to **FUND THIS VISION.**

33 LESSONS TO HELP YOU FUND YOUR VISION

30. CREATE MEMORABLE EXPERIENCES.

You can't make a *QUANTUM LEAP* with 'special events,' 'campaign functions,' 'campaign lunches or dinners,' 15-minute 'talking head' videos and 3 BORING speakers 'begging money.' (Take this from a guy who coordinated 150 campaign lunches and dinners in 52 cities over 15 months for the Campaign for Notre Dame. It worked then. It won't work now.)

Think '*Cirque du Soleil*' **EXPERIENCES**. Give people an **EXPERIENCE** to **REMEMBER**. Use for **PREDISPOSITION** (in place of typical 'function').

Note: At every  **MEMORABLE EXPERIENCE**, let the 'attendees' know you'll be meeting with each of them **ONE-ON-ONE** to **SHARE THE STORY** and **PRESENT THE OPPORTUNITY** (preferably within 72 hours/3 days!).


31. SHARE THE STORY. PRESENT THE OPPORTUNITY.

Another one of those *SIMPLE*, but not *EASY* lessons.

STOP Asking for Money. (*I did that 5,812 times.*)

START **SHARING THE STORY** and **PRESENTING THE OPPORTUNITY**.

You'll be amazed.

Special¹⁰ Board Note: This could be the **GREATEST LESSON** to get your **BOARD** and **VOLUNTEERS ENGAGED** in your .

Just ask them whether they'd rather

'**ASK THEIR FRIENDS FOR MONEY**'

OR

'**SHARE THE STORY/PRESENT THE OPPORTUNITY.**'

Jeff Strine, a close friend and really good business/FOR IMPACT coach, says it best:

"THE PAST WILL GET YOU AN APPOINTMENT (VISIT). THE FUTURE (VISION) WILL GET YOU THE MONEY. "

It's all about your vision. No more to be said.

33 LESSONS TO HELP YOU FUND YOUR VISION

32. FOLLOW-UP. PERSEVERANCE. 57 TIMES.

A really old (literally) partner at The Suddes Group, Mike McCarthy has been a great friend for 20 years. Mike and I once had a '**Persistence Contest.**' We each took our hardest 'PENDING' prospect and decided we were going to keep calling until they either said "YES" or "NO."

I think I called about 30 times. Then I stopped.

Mike called 57 times. Finally, the guy got on the phone and said,

"I just wanted to see how many times you would call me. Every time I got a message and didn't return it, I figured you would stop. You are the most PERSISTENT person I've ever met in my entire career..."

Count me in. I wanted to make this investment anyway, but your persistence was truly amazing...

By the way, I'd love to have you come and work for my company."

57 TIMES.

How many of us are hesitant to even call the prospect or potential investor back even ONE TIME???

* SPECIAL NOTE: Going through the effort to get a VISIT to SHARE THE STORY/ PRESENT THE OPPORTUNITY and NOT **FOLLOWING UP** is **DISRESPECTFUL** ... to the POTENTIAL INVESTOR!!!

It's **NOT** about YOU. It's about **THEM**.

33. **JUST ASK.** Ignore ALL other LESSONS (at least until you **ACT** on this one).
JUST ASK.

JUST ASK.

JUST ASK. (Again.)

Notes:

Friends,

I hope I've at least *grabbed your attention.*

Since almost every 'NONPROFIT' I've ever known is 'in'... 'just out of'... 'thinking about'... a CAMPAIGN, I thought I would share with you

3 more things:

1. **The 'MAGIC' Napkin.** Trying to 'walk my talk.'
Simplify. Summarize. (p. 47-48)

This 'napkin' literally represents what I consider to be the real 'SECRET' to successfully achieving any campaign goal. (I've explained it in shorthand. CALL ME FOR MORE DETAIL.)

2. **The *OL* Campaign PROCESS.** This is an OVERVIEW of our FRAMEWORK. For much more detail/depth on this, simply contact **nick@forimpact.org.** (p. 49-50)

*I've also thrown in a powerful 'VISUAL' from Colorado College that I thought might help you understands 'DO THE MATH.' (p. 53)

3. **THE FOR IMPACT SALES PROCESS** (Just the Components).

It's taken me a loooooooooong time to SIMPLIFY this process into 2 parts with 3 components each. I hope it's sufficiently enticing to just tell you that (almost) every business leader, entrepreneur and salesperson that has seen this agrees that this works for the 'FOR PROFIT' world as well as our FOR IMPACT world. (p. 51-52)

*I just had room for the FRAMEWORK. We offer the ONLY (that I know of) 'SALES' Training Camp for orgs in or planning a campaign. ... or simply focusing on Major Gifts. **Call Nick or check out**

I started to end this with "Good Luck." Quickly dismissed this close. It's not about LUCK. It's about

PEOPLE... PROCESS... PERFORMANCE.

JUST ASK

-Tom tom@foripmact.org

Appendix

THE MAGIC NAPKIN (p. 47-48)

THE QUANTUM LEAP CAMPAIGN PROCESS (p. 49-50)

THE FOR IMPACT SALES PROCESS (p. 51-52)

COLORADO COLLEGE 'Math' (p. 53)

* THE TRIPLE ASK (p. 54)

WHAT IT MEANS TO BE A FOR IMPACT ORGANIZATION (p. 55)

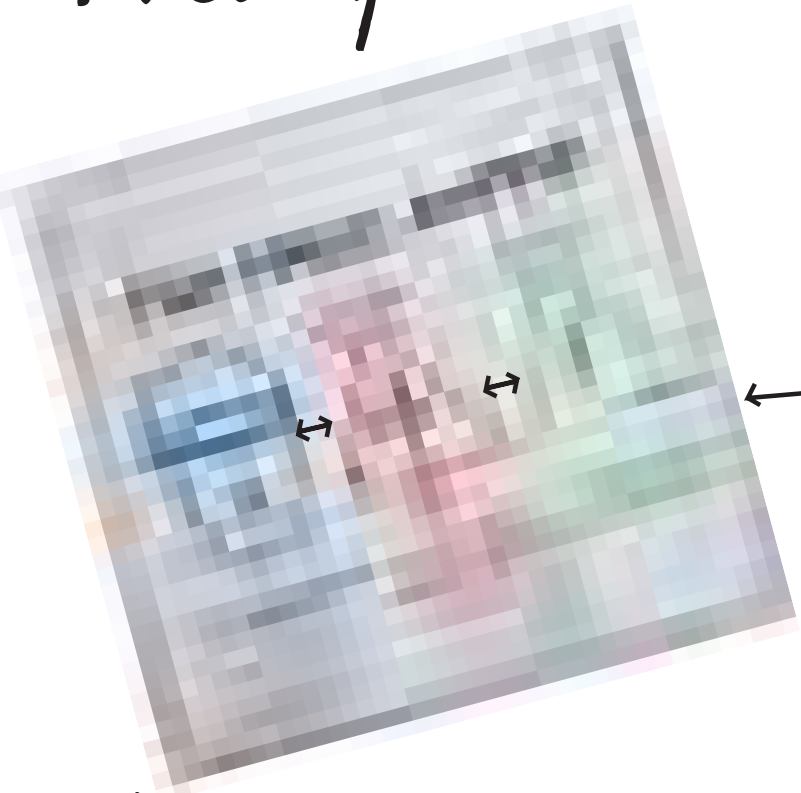
THREE ACTION STEPS (p. 56)

MORE ON THE FOR IMPACT | THE SUDDER GROUP (p. 57)

* TAKE A LOOK AT THIS 'HOLISTIC' APPROACH TO THE PRESENTATION.
IT ALONE, MAY BE WORTH THE PROVERBIAL PRICE OF ADMISSION.

A simple secret to success

^
'CAMPAIGN'



← This 'NAPKIN' is a direct RESULT (PRODUCT) of your **PREP** work in both the **QLC** PROCESS and our **FOR IMPACT** SALES PROCESS.

- * Your '**3 BUCKETS**' come from:
the Leadership Consensus Building component and the Case/Rationale for Support.
- * Your **MASTER PROSPECT LIST** comes from:
your work on QUALIFIED PROSPECTS and 'NUMBERS.'
- * The **FUNDING PYRAMID** is also a direct result of :
running the 'NUMBERS.'

I first used this concept in 1984 on an Economic Development effort in Akron, Ohio. (I still have my little 'cheat sheet'!) Leadership had been told by all the other 'consulting firms' that they could raise maybe \$1.5 Million at the most. My brother John and I walked into the Board and asked them how much they really NEEDED over five years to deliver what they were promising. That number was \$4.3 Million. That became the GOAL. (We didn't know any better!) Then, we did the MASTER PROSPECT LIST. (We might have called in something else but that's what it was.) Then we matched it to the FUNDING PYRAMID. Then, we ASKED everybody for their corresponding investment at the level that was required by the 'PYRAMID.' If I remember correctly, we ended up raising over \$5 Million on the \$4.3 Million goal (on what was supposed to be a \$1.5 Million max). Not bad.

A simple secret to success

^
'CAMPAIGN'

* **YOUR '3 BUCKETS'** are your most IMPORTANT PRIORITIES TO BE FUNDED!



Your '3 BUCKETS' literally represent the 'HOW' you do 'WHAT' you do... and can be directly translated into 'WHERE' the money goes –

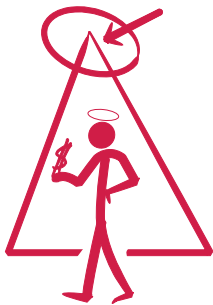
One SIMPLE way to look at your 3 BUCKETS:

PEOPLE ... PROGRAMS ... PLACES.

Dan Reagan has directed the most successful campaign in Notre Dame's history, raising over \$1 Billion. Here's his simple insight on your 'PRIORITIES':

"Never lose sight of 'SELLING WHAT SELLS.' Too often we find ourselves with too many of the priorities being items that just won't work (with the audience)."

* **The MPL** is a **MASTER PROSPECT LIST** of QUALIFIED PROSPECTS ... in DESCENDING ORDER OF IMPORTANCE ... and RATED using some kind of 'SYSTEM.'



Our **OPI Qualified Prospect Index** uses CAPACITY, RELATIONSHIP, GIFT HISTORY, TIMING and PHILANTHROPY.

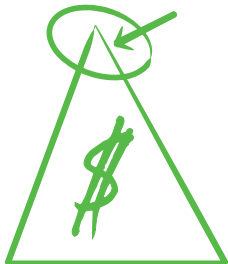
A true **MASTER PROSPECT LIST** allows you to really FOCUS on your TOP 3 ... your NEXT 10 ... your TOP 33 ... etc.

Most importantly, it gives you the ability to **MATCH** your BEST PROSPECTS to the required FUNDING LEVELS in your FUNDING \$ PYRAMID!

If there is one single ingredient in the SALES PROCESS that is universally ignored, shortchanged or done in a half-donkey way, it's the MASTER PROSPECT LIST. I wish I knew why. (Maybe HOPE *is* a strategy.)



FUNDING \$ PYRAMID Everyone uses some 'version' of this 'Gift Chart' (even me).



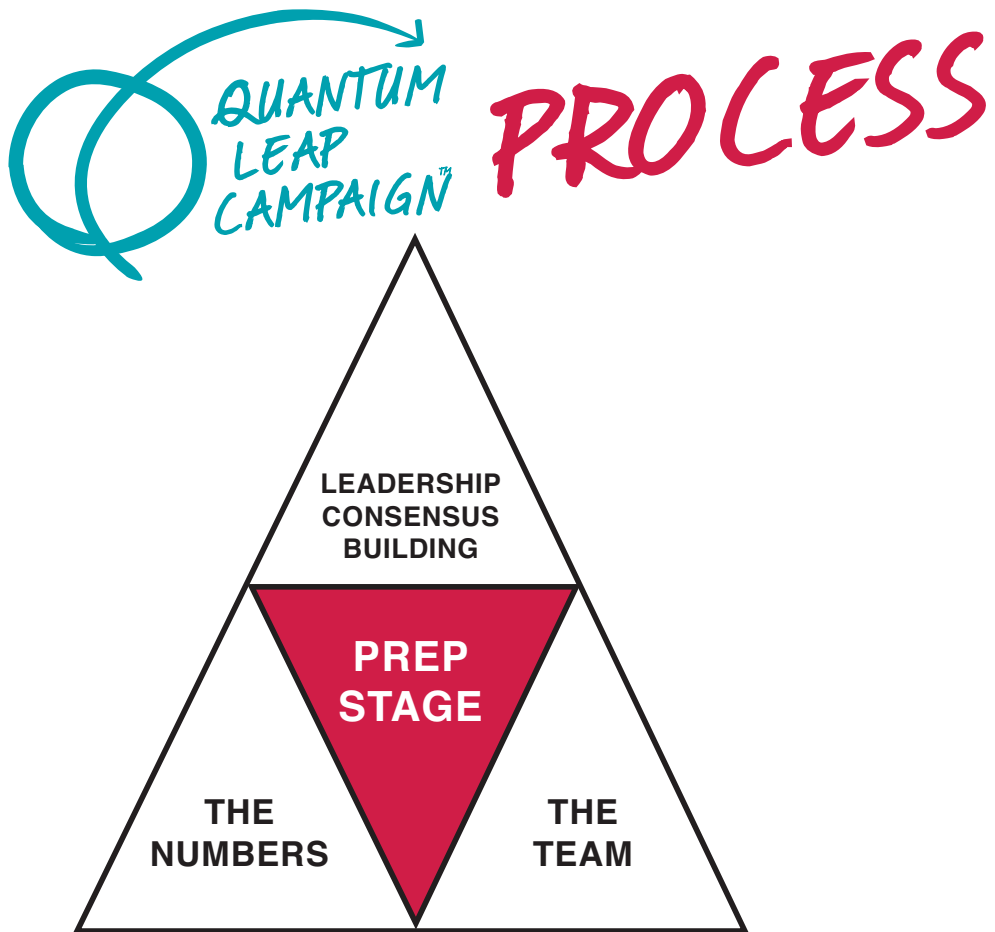
However, I believe very strongly that this FUNDING \$ PYRAMID ONLY works in conjunction with a MASTER PROSPECT LIST!!!

You must MATCH your MPL to your FUNDING PYRAMID ... **NAME by NAME.**

Then, it literally becomes a **SELF-FULFILLING PROPHECY.**

If you 'get this,' then you cannot possibly ask your very TOP PROSPECT for any LESS than the TOP/HIGHEST GIFT on your FUNDING \$ PYRAMID!!!

PEOPLE...PROCESS...PERFORMANCE



1. LEADERSHIP CONSENSUS BUILDING

- THE \$1 MILLION IDEA: INVOLVEMENT BEGETS INVESTMENT!!!
- ENGAGE STAKEHOLDERS IN BOTH 'CAUSE' & 'CASE'
- THE 3 GOALS: MESSAGE...PRIORITIES...FUNDING PLAN

2. THE NUMBERS (MECHANICS)

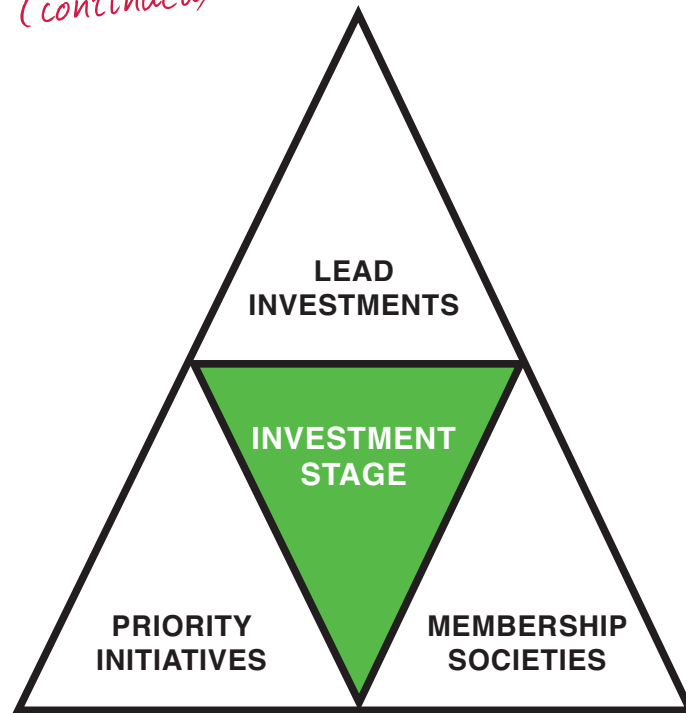
- \$ GOAL & 1000-DAY FUNDING PLAN
- TIMELINE...CASHFLOW...BUDGET
- THE MPL...FUNDING \$ PYRAMID...PRESENTATION TOOLS, etc.

3. THE TEAM

- CORE SALES TEAM
- INTERNAL SUPPORT TEAM
- EXTERNAL SUPPORT TEAM

FOR MORE DETAIL / DEPTH
ON THIS PROCESS CONTACT
NICK AT FOR IMPACT.ORG

PROCESS (continued)



1. LEAD INVESTMENTS

- 97 / 3!!! (97% OF \$\$\$ FROM 3% OF 'FAMILY')
- TOP 33!!! TOP 3 + NEXT 10 + NEXT 20 = SUCCESS
- TRANSFORMATION...COMMENSURATE...LEVERAGE

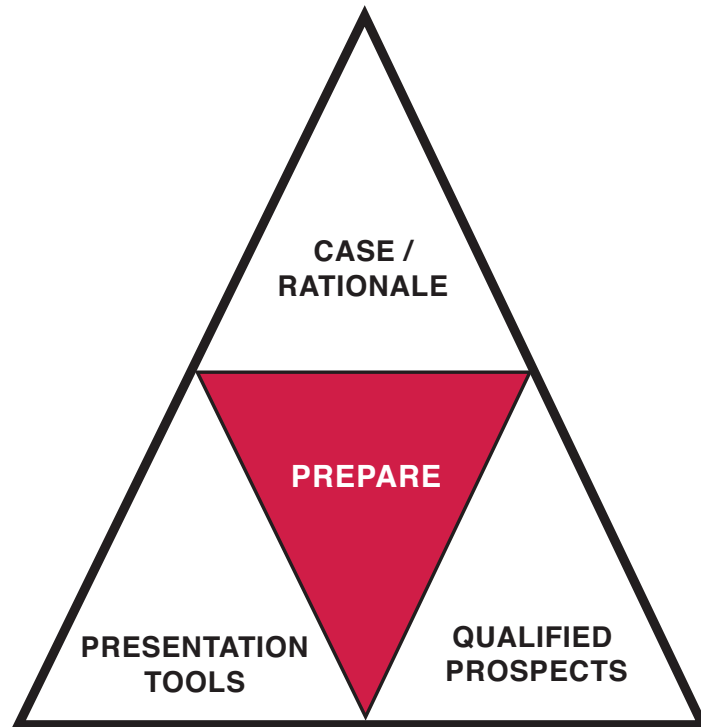
2. PRIORITY INITIATIVES

- 3 'BUCKETS'
- E.A.P. (EVERYTHING'S A PROJECT)
- The 'MAGIC FORMULA' : $QP \longleftrightarrow QP^3$

3. MEMBERSHIP SOCIETIES

- 'LEGACY' (\$100,000+)
- 'LEADERSHIP CIRCLE' (\$10,000+)
- 'LEADERSHIP SOCIETY' (\$1,000+)

For Impact Sales Process



1. CASE RATIONALE

- 1. THE MESSAGE
- 2. THE BUCKETS
- 3. THE RETURN (ROI)

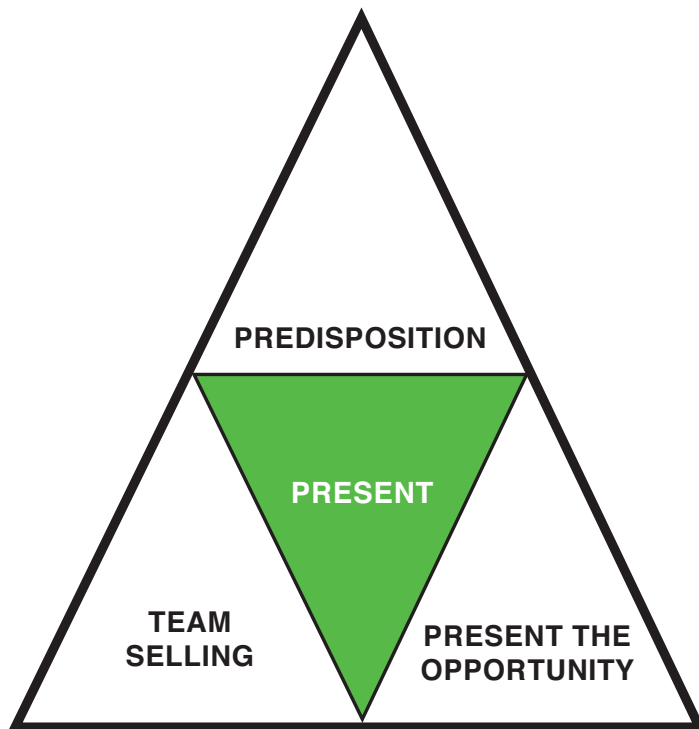
2. PRESENTATION TOOLS

- 1. A NAPKIN
- 2. FLOW SHEET
- 3. SUPPORT TOOLS

3. QUALIFIED PROSPECTS

- 1. IDENTIFY
- 2. PRIORITIZE
- 3. STRATEGIZE

For Impact Sales Process *(continued)*



1. PREDISPOSITION

- 1. MEMORABLE EXPERIENCES
- 2. WOW PACKAGE
- 3. STAKEHOLDER CONTACT

2. TEAM SELLING

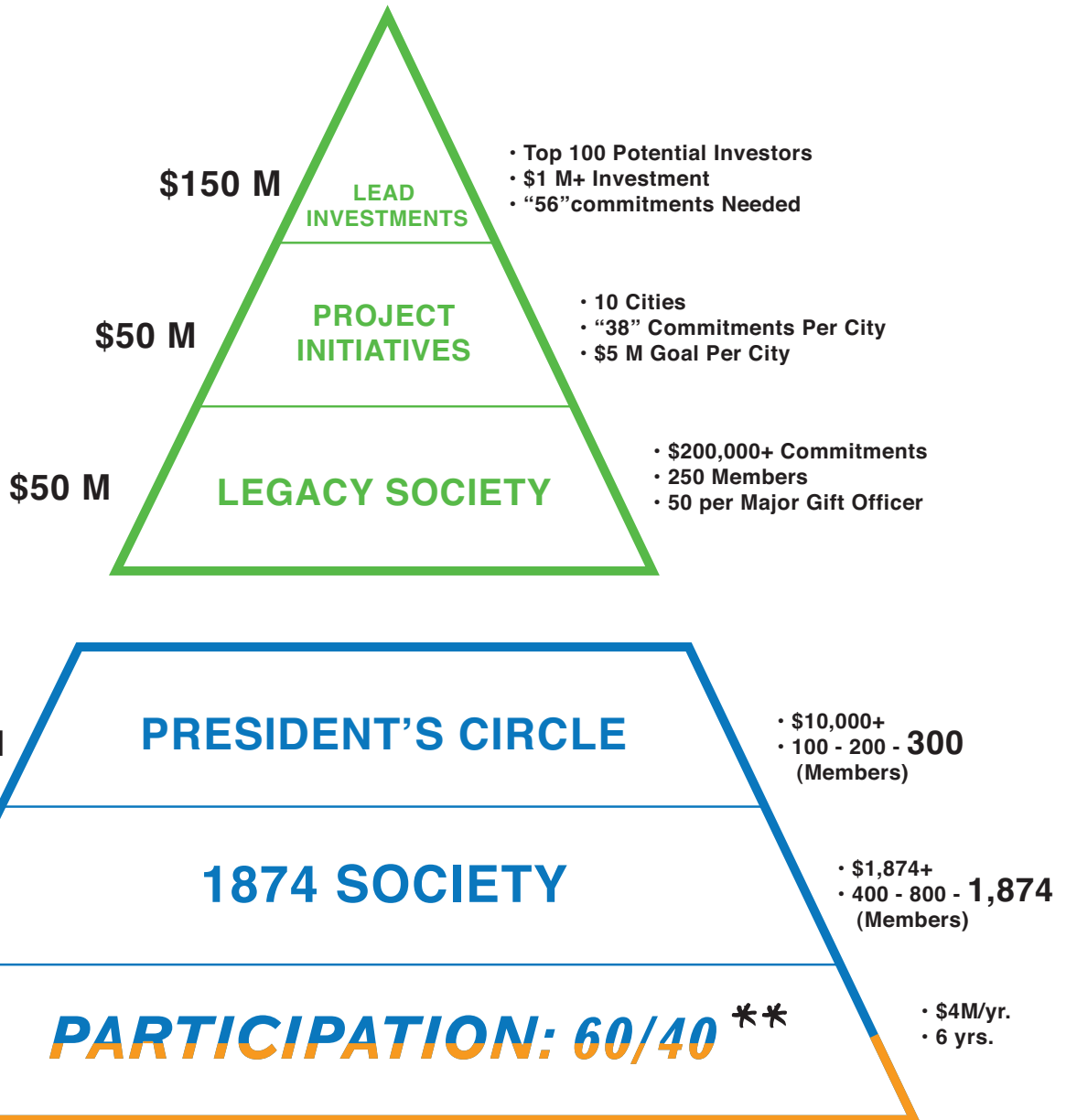
- 1. SALES TEAM
- 2. PRESENTATION TEAM
- 3. SUPPORT TEAM

3. PRESENT THE OPPORTUNITY

- 1. OPEN
- 2. DIALOGUE
- 3. OPPORTUNITY

VISION 2010: \$300 MILLION

****DO THE MATH***



\$300 M

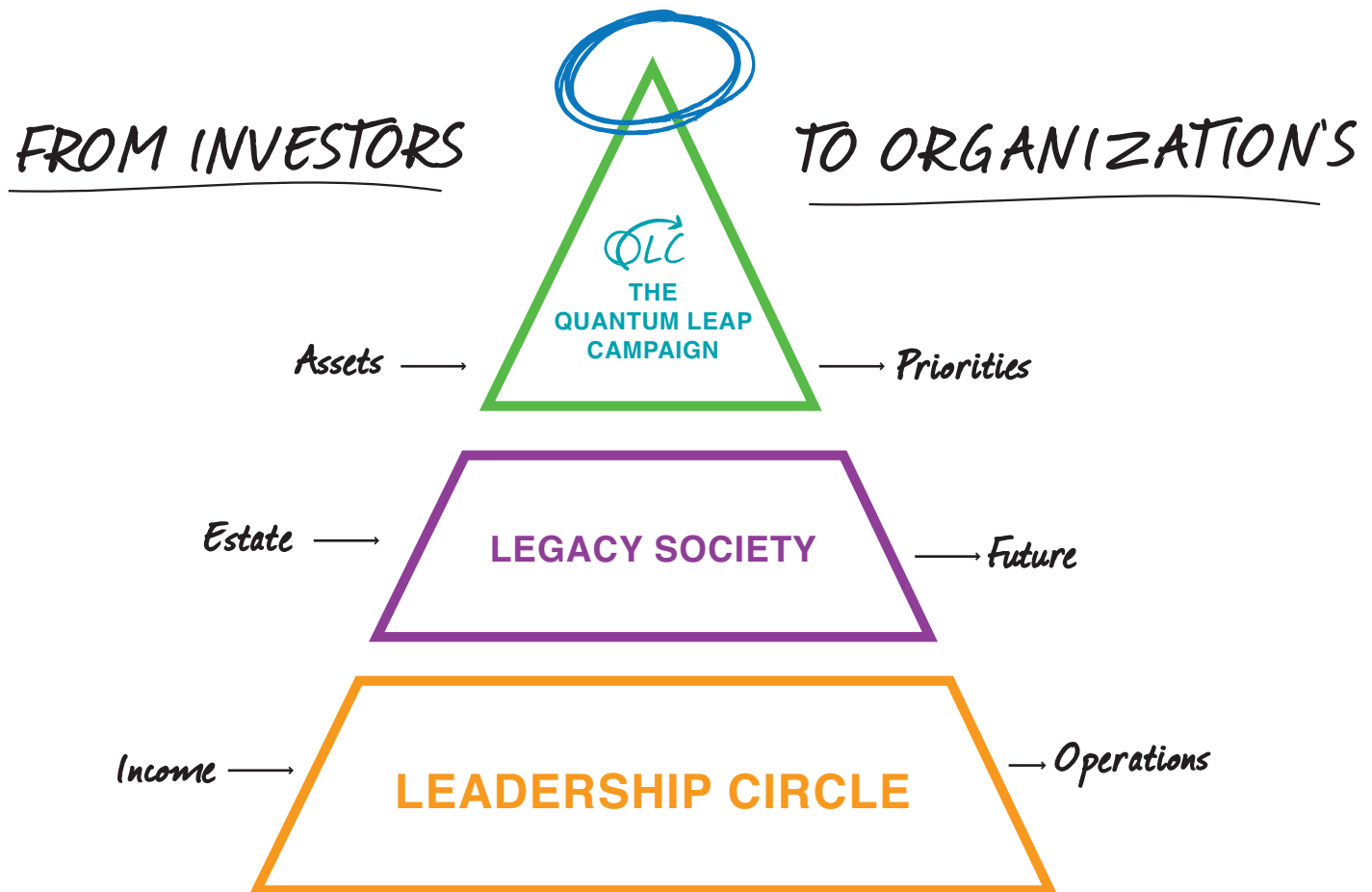
** CALL ME IF YOU WANT MORE
DETAILS ABOUT THE 'MATH'*

****** 60%: 40% The 'GAP' between TUITION & COST of Education
40%: 60% Alumni Participation Goal

*THE 'TRIPLE ASK'

THE 'HOLISTIC' APPROACH

 to the
PRESENTATION



Here is a SIMPLE, POWERFUL and COMPELLING way to talk with your best PROSPECTS / INVESTORS.

We are using this everywhere to get ...

'DOLLARS IN THE BUCKET' and 'DOLLARS IN THE BANK.'

*Yes, it's been called THE 'TRIPLE ASK' ... but as they say in Cirque du Soleil:

"SHOW ME THE FREAKIN' TRIPLE SOMERSAULT!!!"

What It Means To Be a **FOR IMPACT** Organization

We get this a lot.

“I love this idea of **FOR IMPACT**.”

“I get it; and it completely **CHANGES** everything.”

“I **KNEW** this, I just didn’t know how to say it.”

And on and on and on and on.

Then (almost) everybody’s next question is:

“What do I have to **DO** to **BE** a ‘**FOR IMPACT**’ ORGANIZATION???”

It’s **SIMPLE!** (Not ‘EASY!’)

 **CHANGE THE WAY YOU** **THINK**

 **CHANGE THE WAY YOU** **OPERATE**

 **CHANGE THE WAY YOU** **FUND**

Our **GOAL** is to: **MOTIVATE YOU ... TO MARCH ... ON MONDAY!**

Here are the **3 most important things** you can do immediately:

- 1. CLARIFY YOUR MESSAGE!**
- 2. THINK BIG! BUILD SIMPLE! ACT NOW!**
- 3. COMMIT TO SALES!**

**(POOF!) YOU ARE NOW A
FOR IMPACT ORGANIZATION**

Here are 3 ACTION STEPS
you can take IMMEDIATELY
under each CHALLENGE:

CHANGE THE WAY YOU THINK

1. **CHANGE YOUR VOCABULARY!** Immediately! Start talking this new language with your Board, your staff and everyone you meet.

2. **THINK BIG!** Create a 1,000-Day Impact Plan, with the accompanying investment requirement. Remember: VISION not SURVIVAL.

3. **BUILD SIMPLE.** Clarify your Message. Create a Vision Card and a Flow Sheet. Agree on your priorities and your 3 'buckets.'

CHANGE THE WAY YOU OPERATE

1. **ACT NOW!** Catch the Entrepreneurial Spirit. Speed is key. Prototype 3 new Processes or Models. Fail (at something) fast.

2. **DISCOVER TALENT 'N TEAMS.** Get The Wrong People Off The Bus. Search the 'spectrum' to get great TALENT on the bus. Get everyone in the right seats. Bonus: Commit to a PROJECT mentality.

3. **FOCUS ON RELATIONSHIPS.** Destroy your old Development Model. Install FOR IMPACT DEVELOPMENT OFFICE ASAP! Create or re-design a MEMBERSHIP SOCIETY today.

CHANGE THE WAY YOU FUND

1. **DO THE MATH!** Take the time to figure out your **Blue** Math, your **Red** Math and your **Green** Math. Bonus: Understand the difference between Not-for-Profit Math and For Impact Math.

2. **COMMIT TO SALES!** It's all about a SALES FOCUS. Create a SALES Team. Install the For Impact SALES Process.

3. **JUST ASK!** If you do not do anything else ... JUST ASK!

It's amazing what happens! JUST ASK ... your 3 best investors for help. JUST ASK your 'Last Investor' for a Transformational Gift. JUST ASK everybody you meet for \$1 Million!

JUST ASK! JUST ASK! JUST ASK!

Notes:

FOR MORE RE:

Contact PHYLLIS at

Phyllis@forimpact.org

614-352-2505

TRAINING

- 'SALES' TRAINING
- BOARD TRAINING
- CUSTOM TRAINING

COACHING

- CUSTOM ACTION PLANS
- FOR IMPACT
DEVELOPMENT OFFICE
- FUNDING PLANS

EXECUTION

- LEADERSHIP CONSENSUS
BUILDING™
- QUANTUM LEAP™
CAMPAIGNS
- OUTSOURCE DEVELOPMENT
OPERATIONS

TO ORDER ADDITIONAL BOOKS

TO HAVE TOM SPEAK

FOR JUST-IN-TIME-LEARNING

TO PRINT OUT A PDF

TO JUST GET MORE STUFF

TO JOIN THE FOR IMPACT MOVEMENT

GO TO:

www.forimpact.org

About the Author

Tom Suddes has made a name for himself as a THOUGHT LEADER, COACH, TRAINER, CONSULTANT, SPEAKER and WRITER. With over 33 years of experience in development, strategic visioning, campaign management and major gift solicitation, Tom has been labeled CONTRARIAN, RADICAL, WHACKY, CRAZY ... and is widely known as a MAVERICK and an AGENT of CHANGE.

He began his career in the Development Office at the University of Notre Dame in 1973. He eventually became the Director of Development and headed the Campaign for Notre Dame, which raised \$180 Million (\$50 Million over the \$130 Million Goal).

In 1983, he founded The Suddes Group, which has managed over **300 campaigns**, raised over **\$1 Billion**, and helped generate **3 million new** jobs in their work with 125 economic development organizations around the country.

He has made more than **6,000 one-on-one major gift presentations**, and has trained **thousands of** 'NONPROFIT' leaders in the art and science of FOR IMPACT organizations. He speaks and provides training throughout the country for entrepreneurs, sales people and leaders in both the not-for-profit and the for-profit sectors.

He is the author of **TAKE A QUANTUM LEAP**, and **THE CHANGE MANIFESTO** as well as the forthcoming **FOR IMPACT MESSAGE** and **JUST ASK: A SALES MANIFESTO**.

Tom also authored the content of the **FORIMPACT.ORG** website, where Tom and Nick Fellers have created a powerful 'Open Source' tool and just-in-time learning system that is designed to help all 'Nonprofit' For Impact Leaders FUND THEIR VISION. **FORIMPACT.ORG** uses the latest technology to provide organizations, staff and volunteer leaders with FRAMEWORKS, PROCESSES, INSPIRATION and MOTIVATION.

A SERIAL ENTREPRENEUR since age 16, Tom has founded 19 businesses (his kids say he can't hold a job), and was the first Entrepreneur-In-Residence at the Gigot Center for Entrepreneurial Studies at Notre Dame.

In 1996, Tom **won a trip around the world** (in the only contest he has ever entered) when **SUCCESS MAGAZINE** and **Opportunity International** awarded him a chance to share his SOCIAL ENTREPRENEURIAL EXPERIENCES with THIRD WORLD MICRO-ENTREPRENEURS in Russia, Poland, India, Bangladesh the Philippines and Australia.

Tom served in the U.S. Army as an Infantry Officer, Airborne and Pathfinder; was a two-time welterweight boxing champion at Notre Dame; and has been the boxing coach at Notre Dame for more than 30 years (returning every year for a six-week 'mini-sabbatical' to coach and referee the Bengal Bouts). His Harley Davidson is still his 'vehicle of choice.'

Throughout his crazy, eclectic, eccentric life, Tom has been anchored by his wife Trudy and his five wonderful children (who have somehow overcome their father as a huge life impediment). Now, his three grandchildren, Savannah, Keegan and Calvin are the centerpiece of life on a 50-acre farm/training center outside of Columbus, Ohio.