

## Metrics That Motivate



Anne T. Melvin, Harvard University  
Director of Training and Education

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## Presenter



Anne T. Melvin  
Director of Training and Education  
Harvard University  
Alumni Affairs & Development

- Currently specializes in planned giving, negotiating and closing gifts for various schools at Harvard
- As Deputy Director of Gift Planning at Harvard College, she directed the marketing portion of Harvard's gift planning efforts for 12 years, revamping their approach to marketing and tripling its lead generation, as well as working with prospects and soliciting and closing gifts
- Speaks regularly about planned giving around the country to development professionals, specializing in marketing, development techniques, fundraiser training and gift solicitation and negotiation
- Oversees and leads all the internal fundraiser training programs at Harvard's central fundraising office
- Member of the Partnership for Philanthropic Planning's Leadership Institute

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## Metrics?!? Snoozefest....



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### Outline: Metrics That Motivate

- 1. Role of positive vs. negative motivation
- 2. Core principles of metrics that motivate
- 3. Distinction between money and what an office truly needs
- 4. Case Study: Harvard's metrics system for FY'12
- 5. How's that workin' for ya?



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### Which would you do?

- A. Three-day trip to Miami to visit 12 mid-to-low-level prospects
- B. Two-day visit to Spearfish, SD to visit one \$1 million bequest intention donor and a filler visit



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### How would you spend your time?



- A. 2 hours arranging a visit between your dean and a high potential prospect
- B. 2 hours visiting a donor you've classified as a "filler"

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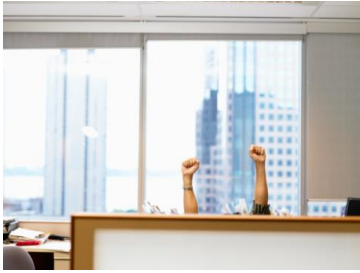
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Metrics that *motivate* fundraisers to do their *best* work



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### Motivation



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### What are these? Carrot or Stick?



- Son, clean your room or you're grounded.
- If I find you drinking alcohol, your Facebook privileges and cell phone will both be taken away.
- Bring home less than a B+ on your report card, and you have no TV for a month.

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### What are these? Carrot or stick?

- Get an A on your report card, and you'll earn \$5
- Practice piano for an hour and you'll get 30 minutes of iPad time.
- Clean your room and Mom will play Call of Duty with you.



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### What are these?

- Metric:  
Visit 120 prospects/year
- Metric:  
Raise \$100,000/year
- Metric:  
Bring in 15 new bequests



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### What should your metrics do?



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Metrics that motivate are **carrots**



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Core Principles for Metrics that Motivate

**Principle #1:**

Align officers' personal metrics with the non-profit's goals

**Principle #2:**

Incentivize moves in an officer's control, rather than things an officer cannot control

**Principle #3**

Carrots, not sticks

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### What are the OFFICE'S goals?



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### Office's Goals (Needs)

- Find prospects
- Cultivate best prospects
- Solicit prospects
- Find bequests
- Steward bequest donors
- Establish a bequest society



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### The METRIC is what the Officer **does** to accomplish the Office GOAL

| OFFICE GOALS                   | OFFICERS' METRIC                            |
|--------------------------------|---|
| Find prospects.....            | ...80% of visits for prospecting            |
| Cultivate top prospects...     | ...X # significant moves with top prospects |
| Establish a bequest society... | ....Ask for a bequest in 30% of visits made |

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What are the OFFICE'S goals?



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Can you make a bequest come in the door?



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B. A. T.



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Moves in an officer's control...

Asking for 15 bequests/yr...

Securing 2 bequest intentions...

Asking for bequests on 20% of visits....

Review prospect list 4X/yr with supervisor for bequest prospects....

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If you do it, the bequests will come...



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## Seven (or more!) moves to get a gift...

1. Visit prospect
2. Send more information
3. Attend an event
4. 2<sup>nd</sup> visit
5. Host event
6. Join committee
7. Meet with volunteer
8. 3<sup>rd</sup> visit
9. Tour campus
10. Solicit
11. Send proposal



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## Seven (or more!) moves to get a gift...

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9. Tour campus
10. Solicit
11. Send proposal
- 12. Get gift!**



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### Metric for each of these MOVES



1. Visit prospect
2. Send more information
3. Attend an event
4. 2<sup>nd</sup> visit
5. Host event
6. Join committee
7. Meet with volunteer
8. 3<sup>rd</sup> visit
9. Tour campus
10. Solicit
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12. Get gift!

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### Principle #2:

Incentivize moves in an officer's control, rather than things an officer cannot control



1. Visit prospect
2. Send more information
3. Attend an event
4. 2<sup>nd</sup> visit
5. Host event
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7. Meet with volunteer
8. 3<sup>rd</sup> visit
9. Tour campus
10. Solicit
11. Send proposal
12. Get gift!

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### Traditional metrics



1. **Visit prospect**
2. Send more information
3. Attend an event
4. **2<sup>nd</sup> visit**
5. Host event
6. Join committee
7. Meet with volunteer
8. **3<sup>rd</sup> visit**
9. Tour campus
10. Solicit
11. Send proposal
12. **Get gift!**

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## What do you do in a week?

- Visit prospect A
- Send more information
- Attend an event
- Visit prospect B
- Office meeting
- Ask prospect to host event
- Ask prospect to join committee
- Meet with volunteer
- Office meeting
- Visit donor C
- Write thank you note
- Solicit prospect A: no gift
- Internal meeting
- Send proposal to D
- Weekly meeting with boss
- Internal meeting
- Write briefing for event
- Invite prospect to be profiled in newsletter or webpage
- Office meeting
- Solicit prospect E
- Write proposal for prospect A
- Interview for new staff assistant
- Visit prospect F
- Create email marketing piece
- Office meeting (yawn!)
- Handwritten thank you note
- Solicit prospect G: receive gift!

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## Traditional metrics: credit for only 20% of moves

- **Visit prospect A**
- Send more information
- Attend an event
- **Visit prospect B**
- Office meeting
- Ask prospect to host event
- Ask prospect to join committee
- Meet with volunteer
- Office meeting
- **Visit donor C**
- Write thank you note
- Solicit prospect A: no gift
- Internal meeting
- Send proposal to D
- Weekly meeting with boss
- Internal meeting
- Write briefing for event
- Invite prospect to be profiled in newsletter or webpage
- Office meeting
- Solicit prospect E: no gift
- Write proposal for prospect A
- Interview for new staff assistant
- **Visit prospect F**
- Create email marketing piece
- Office meeting (yawn!)
- Handwritten thank you note
- **Solicit prospect G: receive gift!**

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## Suggested metrics: credit for all moves

1. **Visit prospect A**
2. **Send more information**
3. Attend an event
4. **Visit prospect B**
5. Office meeting
6. **Ask prospect to host event**
7. **Ask prospect to join committee**
8. **Meet with volunteer**
9. Office meeting
10. **Visit donor C**
11. Write thank you note
12. **Solicit prospect A: no gift**
13. Internal meeting
14. **Send proposal to D**
- Weekly meeting with boss
- Internal meeting
- **Write briefing for event**
- **Invite prospect to be profiled in newsletter or webpage**
- Office meeting
- **Solicit prospect E: no gift**
- **Write proposal for prospect A**
- Interview for new staff assistant
- **Visit prospect F**
- Create email marketing piece
- Office meeting (yawn!)
- Handwritten thank you note
- **Solicit prospect G: receive gift!**

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**Core Principles for Metrics that Motivate**

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Carrots, not sticks

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**Carrots: reward officers for doing the things the office wants them doing**



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**FY'12: New Metrics Program**



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### FY'12: New Metrics Program Faculty of Arts and Sciences

- Major Gifts
- Leadership Gifts
- Gift Planning



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### FY'12: New Metrics Program Faculty of Arts and Sciences

- **Major Gifts**
- Leadership Gifts
- **Gift Planning**



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### Used Core Principles

- Princip**  
Align of ... goals
- Princip**  
Incentiv ... things  
an offic
- Princip**  
Carrots



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## Major Gifts

- Donor activity: **Complete 225+ "Significant Moves"**, including completing both "Strategy Tasks" and at least **115 visits**.
  - 20%+ of visits for solicitation
  - 90%+ of "Strategy Tasks" for "Top 25" complete
  - 90% of major gifts asks made
  - Identify 2 bequest intentions
- Facilitate and execute 2 events
- Execute the moves management system for top prospects
- Document a strategy for prospects with \$1 million+ campaign targets and **Top 25 prospect list** (by 10/1), Refresh regularly, at minimum by 2/1 and 5/1

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## Gift Planning

1. Donor activity: Complete **225+ "Significant Moves"** including both 35+ "Strategy Tasks" as well as **90+ visits**
  - 25% of visits for gift discussion
  - "Significant Move" with 80% of Top 25
  - Top 25 to include minimum of 25% of prospects assigned to Major Gifts officers
  - 20% of visits are to rated but unassigned prospects
  - Identify 2 new bequest intentions
2. Prospect Management: create a **Top 25** list by 10/1

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## 'Significant Moves' include:

- Coordinating a visit with the dean
- Arranging a campus tour
- Gift proposal
- Sending and article about the prospect's interest area
- Significant phone call where a gift is discussed
- A significant email about a gift or cultivation for a gift
- Getting prospect to host a dinner or event
- Prospect is chosen for Visiting Committee

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'Significant Moves' **do not** include:

- Sending the prospect a holiday card
- Sending prospect a blast email along with 50 others
- Chatting with prospect at the football game
- Running into the prospect at a development event and exchanging pleasantries
- A hand-written thank you note

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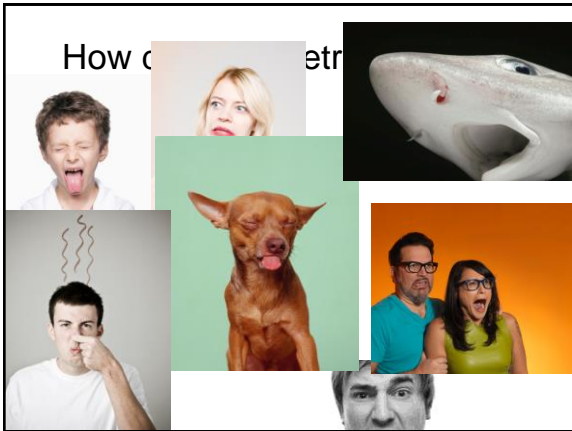
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# How doth I hate you? Let me count the ways... Elizabeth Barrett Browning

- Difficult to input in computer
- Rules hard to understand: what's the difference between a 'Strategy Task' and a 'Significant Move'??
- "I have to spend HOW much time documenting this??"
- "225 Significant Moves is the WRONG number"
- "Significant Moves" together with "Visits" is confusing! Decouple them!
  - 110 SMS
  - 115+ visits.
- Scale of 1 to 10....4




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## Survey Says...

"Needing to document my Significant Moves helped me keep them more 'top of mind'.

"Being required to discuss the Top 25 several times a year and organize the moves made me do a longer strategy trajectory than just the 'next thing'."

"Having a Significant Move goal made me focus on 'what would motivate the donor to give? What else can I do to move him along?'"

"If you're numbers oriented, the metrics justify your work."

"We reviewed all my direct reports' Top 25 in December and in April as well as the strategy and next steps for each of them. This wouldn't have happened without the metrics."




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Survey Says....  
Did the metrics make  
you a better fundraiser?



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Survey Says....  
Did the metrics make  
you a better fundraiser?



"We're always referring to the importance of the Top 25 now in meetings. This changes your mind frame. Having a strategy for my Top 25 has made me a better fundraiser."

"I was thinking more about what to do with the donor beyond visits."

"(the Next Steps) were a reminder for the people I manage to do the things they hadn't."

"You see the best ideas of what other people are doing with their prospects in their Next Steps and that's helpful to your thinking of what to do with your prospects."

"I did about the same level of work as last year"

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**Who 'clicked' with new metrics?**




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Who did NOT like the new metrics?



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Unusual, surprising or hard lessons learned

- Focusing attention on attention to where it ne
- Discipline of entering I... with inevitable staff transition
- It worked with some staff. It didn't work with others.



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FINAL verdict on new metrics?



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## FINAL verdict on new metrics?

Revamp after 6 months



New focus:

- Inputting/executing 3-5 "Next Steps", esp. for Top 25 (MG) ("Strategy Task" got dumped)
- Executing "Significant Moves", esp. for Top 25 (PG)
- Quarterly reviews with manager

Mid-year score: 4  End-year score: 6.8

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## The Take-Away for Success



Top 25 Prospects

Significant Moves with Top Prospects

Minimum number of Significant Moves

Regular quarterly reviews with manager




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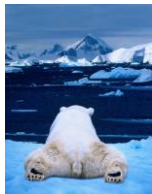
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## Exercise: create metrics for YOUR shop




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**Essential Principles:**




**Principle #1**  
Align officers' personal metrics with the non-profit's goals/needs




**Principle #2**  
Incentivize and control officer behavior



**Principle #3**  
Carrots not sticks

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**Dim Sum**






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**Need...Prospecting**

- Produce five marketing touches (mail, email)
- Create web page for PG
- 80% of visits for prospecting/qualification purposes
- 15 marketing touches (add on newsletter, social media)
- 1 event/year
- Visits: 40% prospecting
- Robust program of 20 marketing touches yearly
- Events?
- 20% of visits for prospecting






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### Need...Cultivating

- Notate any Significant Moves made with prospects?
- 2 events per year?
- 50-150 visits/year?
- 40% prospecting visits, 40% cultivation/stewardship visits?
- 1 event/year?
- Define Top 25 Prospects? Significant Moves with % of them?
- 150 Significant Moves?
- 80 visits/year?
- Define Top 25 prospects; Significant Moves with 80% of them?
- Hold quarterly planned giving volunteer board meetings?
- 300 Significant Moves?
- 90 visits/year?




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### Need...Soliciting

- Any?
- X number of bequest asks from loyalists?
- \$ goals? Is it realistic at this point??
- 20% visits for solicitation?
- Secure 4 bequest intentions?
- Bequest asks for 80% of all visits?
- \$ goals?
- 20% visits for solicitation?
- Secure 2 bequest intentions?
- \$ goals?




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### WHY do metrics?

- Comp depart
- Comp
- Better
- If better metrics have to be symmetrical?
- Different things motivate different people




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My own experience with metrics



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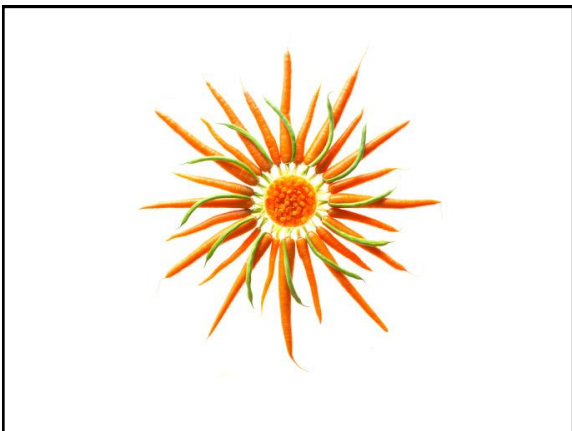
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### Additional Questions

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### Following the Webinar

In a few days you will receive an email giving you instructions on how to access:

- The recording.
- The presentation slides.

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### Metrics That Motivate



*Thank You!*

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