

THE GAME PLAN

Framing the Planned Giving Conversation

Robert E. King, J.D.
Dalia R. Pineda
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Robert King, J.D.,
National Director of Gift Planning
& Sr. Philanthropic Advisor
Children International

- Leads the organization's efforts to provide donors with highest level of support for their charitable interests
- Previous positions held include: Sr. Director of Advancement for the CT Bauer College of Business at the University of Houston; Senior Director for Gift Planning and Special Counsel for Knox College
- Worked in estate administration at The Northern Trust Company in Chicago and later served as Senior Vice President and Senior Trust Officer for the Farmers and Mechanics Bank
- Earned BA from Illinois Wesleyan University and JD from Illinois Institute of Technology-Chicago Kent College of Law
- Member of National Association of Charitable Gift Planners' Leadership Institute

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Dalia R. Pineda
 Director of Advancement
 University of Houston
 C.T. Bauer College of Business

- Has served the University of Houston community since 2002 and has been with Bauer College since 2006
- Responsible for supporting the college in creating and nurturing relationships with individual donors and corporate partners
- Serves as an adjunct faculty member in the Department of Marketing and Entrepreneurship, teaching MBA Business Communications
- Served as the Director of Admissions and Marketing for the C.T. Bauer College of Business Graduate and Professional Programs office
- Worked within the college on several special programs related to cross cultural communication and diversity, as well as student coaching and co-curricular programming
- Holds a B.A. in Sociology and Hispanic Studies from the University of Texas at Austin and an M.A. in Cross Cultural Studies from the University of Houston- Clear Lake

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The Road Ahead...

*Is this the wrong time to be talking
about planned giving?*

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The Road Ahead...

ABSOLUTELY NOT

"Vulnerability is the birthplace of courage. And
if we want to be brave, we have to be real."

- Professor Brene Brown

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Are you ready to be a part of this team?

***CLEAR EYES
FULL HEARTS
CAN'T LOSE!***

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COACH'S WALK THROUGH

Today's Session for Team PGC

1. **Team Meeting** – Getting Geared Up for the 'Game'
2. **Know the Playing Field** – The Biggest Impact on Philanthropy
3. **The Fundamentals** – Framing a Productive PG Conversation
4. **Team Captain** – Putting It All Together

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TEAM MEETING

Getting Geared Up for The Game

What is the 'Game?'

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TEAM MEETING

THE GAME = **DONOR-CENTRIC PHILANTHROPY**

Rules, Objectives & Goal

Rules: Respectful Questions, Listening to Learn and Following Through

Objective: Arriving at a values-based legacy gift that's a *Win-Win-Win* (the donor, your institution & the ultimate beneficiaries of the donor's generosity)

Goal: Make your donor the MVP (Most Valuable Philanthropist)

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TEAM MEETING

Getting Geared Up for The Game

Planned Giving vs. Gift Planning

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TEAM MEETING

From a fundraiser's perspective,
what's the most common impression
associated with the term '*planned giving*'?

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COMPLICATED

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TEAM MEETING

***Planned Giving =
Personal Finances + Assets +
Complex Arrangements + Lawyers +
Spending Money + Taxes + Accountants +
Spending More Money =
COMPLICATED***

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TEAM MEETING

From the DONOR perspective,
what's the most common impression
associated with the term '*planned giving?*'

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DEATH

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TEAM MEETING

Planned Giving = Bequest = DEATH

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TEAM MEETING

So, is it better to use the term 'gift planning?'

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TEAM MEETING

NO*

- Ask yourself: Do you close a gift plan or do you close a planned gift?
- The words *gift planning* are out-searched 2-to-1 nationally by the words *planned giving*. (SEO)
- If you Google "gift planning" around the holidays, you'll get paid advertising results for Target or Macy's.

YES

- Harvard has an Office of Gift Planning. So does Cal-Berkeley, UChicago, UNC, Duke, Penn, ...
- Dr. Russell James' online eCourse is based on 'charitable gift planning.'
- Robert Sharpe, Jr.: The term *gift planning* supports the philosophy of putting the 'gift' before the 'plan.' (1987)

* "Planned Giving' vs. 'Gift Planning' – The Argument is Over" by Viken Mikaelian

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TEAM MEETING

Doesn't really matter because...

Planned Giving = ~~COMPLICATED~~

*Planned Giving/Gift Planning =
ASKING + LISTENING + FOLLOWING THROUGH*

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TEAM MEETING

Doesn't really matter because...

Planned Giving = ~~Bequest~~ = ~~DEATH~~

*Planned Giving/Gift Planning =
VALUES + PURPOSE = LEGACY*

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TEAM MEETING

ULTIMATE GOAL:

Change our approach to the
planned giving conversation

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COACH'S WALK THROUGH

Today's Session

- ✓ Team Meeting – Getting Geared up for the 'Game'
- 2. **Know the Playing Field – The Biggest Impact on Philanthropy**

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KNOW THE PLAYING FIELD

What's having the biggest impact on philanthropy?

Taxes? Economic conditions? Something else...?

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KNOW THE PLAYING FIELD

The Evolving Expectations of Donors

Donors have the same expectations as **Investors**

Investors and Donors both want:

- Information and insights, followed up by **advice & options**
- To know how your plans & results will produce the **impact** they desire
- Something substantial in return for what they give
 - Investors want increased shareholder value; donors want their **values** to be reflected in & carried on through your **mission**

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KNOW THE PLAYING FIELD

The Evolving Expectations of Donors

Philanthropy is a service industry looking for long term investors

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KNOW THE PLAYING FIELD

The Game Plan for Meeting Donors Evolving Expectations

The charitable giving conversation comes down to two things:

1. Discovering **why** & **how** a donor's **values** align with the **mission** of an organization.
2. Understanding **what** needs to be done to help a donor optimize and maximize their support for that organization through strategic **advice**, efficient **options** and outcomes with measurable **impact**.

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COACH'S WALK THROUGH

Today's Session

- ✓ Team Meeting – Getting Geared Up for the 'Game'
- ✓ Know the Playing Field – The Biggest Impact on Philanthropy
- 3. **The Fundamentals** – Framing a Productive PG Conversation

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THE FUNDAMENTALS

The Fundamentals of Donor-Centric Philanthropy

1. Commitment to developing long-term relationships
 - *Long term = one year or longer (12-18 months to secure a major gift)*
2. Focus on developing your **curiosity**
 - *"Seek first to understand, then to be understood."* – Stephen F. Covey
 - Cultivation = developing a genuine interest in understanding the donor
3. Focus on **why, how** & **what** to have productive conversations

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THE FUNDAMENTALS

Commitment & Curiosity

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Inside the Mind of a
CURIOUS CHAMELEON
 Finding the Elusive High Performing Major Gift Officer in Today's Competitive Job Market

INTELLECTUAL AND SOCIAL CURIOSITY

- Accesses a deep and wide repository of knowledge to inform donor discussions
- Identifies the link between seemingly disparate ideas
- Probes prospects by asking thoughtful, insight-generating questions about their goals and interests

BEHAVIORAL AND LINGUISTIC FLEXIBILITY

- Changes tone, inflection, and vocabulary based on the background and experiences of a prospect
- Reads nonverbal cues, including body language, and adapts approach accordingly
- Utilizes prior experience working with diverse audiences in order to take calculated risks

INFORMATION DISTILLATION

- Possesses a fluency with data and analytics to enhance prospect prioritization
- Quickly zeroes in on relevant details related to donor motivations and interests
- Explains complicated issues in a comprehensible fashion

STRATEGIC SOLICITATION

- Exhibits transparency with prospects about the purpose of cultivation visits
- Believes that the fastest way to qualify a prospect is to solicit time *on her* for a visit
- *Doesn't* take solicitation rejection personally

78%
 HIGHER ODDS of exceeding fundraising goals than their peers!

How to Hire CURIOUS CHAMELEONS

1. Expand the recruitment pipeline to include nontraditional candidates from fields like sales, marketing, and finance
2. Implement a multimodal interview process, including exercises like prospect profile reviews, writing activities, and donor role plays
3. Deploy online assessment tools to determine alignment between your ideal MGO profile and the profiles of job candidates

Based on data collected from 1,237 major gift officers at 83 higher education institutions across North America and the United Kingdom.

Education Advisory Board | Advancement Forum

How does your staff compare?
 eab.com/af/curiouschameleon
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THE FUNDAMENTALS

Framing a Productive PG Conversation

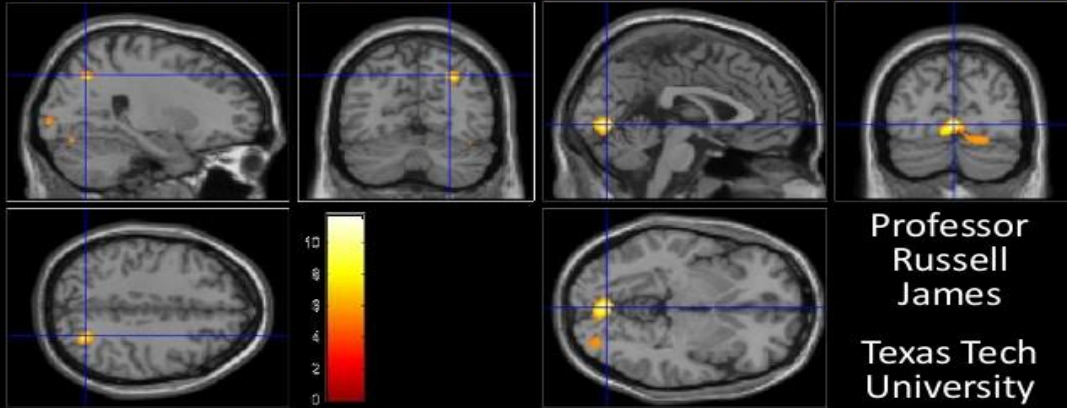
The Rules of the Game

- Asking respectful, thoughtful questions = **WHY**
- Listening to learn to align values & mission = **HOW**
- Following through on donor expectations = **WHAT**

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Inside the Mind of the Bequest Donor

Research findings from experimental psychology and neuroimaging



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THE FUNDAMENTALS

Framing a Productive PG Conversation

"We are not thinking machines that feel. We are feeling machines that think."

— António R. Damásio, David Dornsife Chair in Neuroscience, University of Southern California

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THE FUNDAMENTALS

Framing a Productive PG Conversation

WHY

Asking respectful, thoughtful questions to uncover values

- You may know facts about a donor, but until you know the WHY behind those facts, you can only guess as to what motivates them to take action.
- WHY gives you insights into a donor's mindset, which—in one way or another—is going to be tied to one or more emotions/feelings.
- Emotions + Mindset = **Values**

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THE FUNDAMENTALS

Framing a Productive PG Conversation

Fact: Donor gave a gift in memory of a classmate

WHY

- What was it about this classmate that inspired this gift?
- What about their time on campus together was special?

Could It Mean the Donor...

- Values the idea of legacy?
- Appreciates the bonds students form during their time together?
- May be interested in supporting programs or activities that help create lifelong friendships?

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THE FUNDAMENTALS

Framing a Productive PG Conversation

WHY

Asking respectful, thoughtful questions to uncover values

COACHING TIPS

- ❑ It's like algebra, but instead of solving for X, you're trying to solve for "Why"
- ❑ Not all the questions you'll ask start with "Why...?"
- ❑ *You'll know when you've discovered a donor's core values when you no longer have to ask WHY*

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THE FUNDAMENTALS

Framing a Productive PG Conversation

HOW

Listening to learn how values align with mission

- Comparing donor's values to your **mission** & the approach to fulfilling it
 - How do the words the donor uses in talking about their values match up with words you use to talk about your mission?
 - How do the elements of our core programs and plans for the future measure up to what the donor's vision for the future?
- Mission + Values Alignment = **Purpose**

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THE FUNDAMENTALS

Framing a Productive PG Conversation

HOW

Listening to learn how values align with mission

COACHING TIPS

- ❑ *Values + Purpose = LEGACY*
- ❑ Listen for words like: *Perpetuate, Preserve, Continue, Carry on, Lasting*
- ❑ Don't be afraid to use words like 'legacy' or 'future' or 'beyond your lifetime'
- ❑ Resist the urge to get to WHAT until you are clear on WHY & HOW

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THE FUNDAMENTALS

Framing a Productive PG Conversation

WHAT

Following through on donor expectations

- What are the donor's intentions? What do they want to accomplish?
- What does "impact" look like from the donor's perspective?
 - Is it measurable? Can it be demonstrated and if so, how?
- What are the available options that will help accomplish the donor's intention(s) in the most efficient, effective way?

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THE FUNDAMENTALS

Framing a Productive PG Conversation

WHAT

Following through on donor expectations

COACHING TIPS

- ❑ This is the proposal-building portion of the conversation.
- ❑ Creates an opportunity to collaborate with subject matter experts to help provide additional information, advice and options to the donor.
- ❑ A legacy gift plan with clear donor intentions eliminates problems in the future.

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THE FUNDAMENTALS

Framing a Productive PG Conversation

GENERAL COACHING TIP #1

- ❑ Listen and learn from some of the best minds in planned giving
 - ❑ *Watch the Great Coaches' webinars on the Stelter Company website*
 - ❑ *Download their handouts to help you prepare for donor visits (calls, Zoom, etc...)*

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THE FUNDAMENTALS

Framing a Productive PG Conversation

WHY

Scott Lumpkin
Learning to Speak Gift Planning

Greg Sharkey
Questions to Start Gift Planning Conversations

Eddie Thompson
Keys to Success of the Best

HOW

Pamela Jones Davidson
Cues & Clues: What Prospects are Telling You & What You Need to Say
(5/20/20)

Carol Moreland
Engaging Conversations: Moving Donors Toward YES!

WHAT

Cindy Atmar
Harnessing the Power of Blended Gifts (6/2/20)

Tom Cullinan
Donor Motivations for Estate Planning: How Large Legacies are Formed

Cathy R. Sheffield
Discovery: How to Learn About a Donor's Assets

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THE FUNDAMENTALS

Framing a Productive PG Conversation

GENERAL COACHING TIP #2

- ❑ Meeting with donors who have an established legacy gift is the best way to practice your planned giving conversations.
 - ❑ *Ask your planned giving office or teammates for recommendations*
 - ❑ *Be honest – you would really like to learn what makes a planned gift meaningful*

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COACH'S WALK THROUGH

Today's Session

- ✓ Team Meeting – Getting Geared Up for the 'Game'
- ✓ Know the Playing Field – What Influences Charitable Giving
- ✓ The Fundamentals – Framing the Planned Giving Conversation
- 4. **Team Captain - Putting It All Together**

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PUTTING IT ALL TOGETHER

All this for a (~~revocable bequest~~) legacy gift? **YES!**

Start with the End in Mind

A written commitment for a future gift that has been developed around a donor's legacy (values & purpose) and expectations for that legacy, opens the door for deeper engagement and lifetime giving opportunities.

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PUTTING IT ALL TOGETHER

TEAM CAPTAIN

DALIA PINEDA

Director of Advancement
C.T. Bauer College of Business
University of Houston

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REMEMBER?

"Vulnerability is the birthplace of courage. And if we want to be brave, we have to be real."



- Professor Brene Brown

AND

The Evolving Expectations of Donors

Philanthropy is a service industry looking for long term investors



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Mr. & Mrs. Cooper

- My first donor visit (alone) ever
- Timing of planned giving conversation
- Don't miss opportunities! NO DOES NOT MEAN "NOT EVER"
- Don't forget what they ARE (consistent annual givers)

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A different kind of play...

LUCY

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Remember?

Framing a Productive PG Conversation

WHY

Asking respectful, thoughtful questions to uncover values

- You may know facts about **a donor**, but until you know the WHY behind those facts, you can only guess as to what motivates them to take action.
- WHY gives you insights into a donor's mindset, which—in one way or another—**is going to be tied to one or more emotions/feelings**.

HOW

Listening to learn how values align with mission & purpose

- Comparing donor's values to your **mission** & the approach to fulfilling it
 - How do the words the donor uses in talking about **their values** match up with words you use to talk about your mission? HINT: Listen for the word "perpetuate."
 - How do the elements of our core programs and plans for the future measure up to what **the donor's vision for the future**?

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A different kind of play...

LUCY

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REMEMBER...

We help people help others, and that is a GREAT purpose to wake up to every single day

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Q&A



Robert King, J.D.,
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ADDITIONAL QUESTIONS

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WEBINAR RESOURCES

Recording

Presentation handouts

www.stelter.com/webinars

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Thank You!

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