



planned giving tomorrow

PRACTICAL PLANNED GIVING MARKETING IDEAS FOR ALL FUNDRAISERS

Want To Connect?

Tell a story.

Viken Mikaelian



I hear this all the time: “My prospects are sophisticated and they have to be treated differently.” My answer is they are human and are no different than any other being.

If you feel your prospects are “really different,” chances are you’re hanging out with a few sophisticated (and detail-oriented) donors and making assumptions about the rest. My hunch is that you are alienating a majority with financial advice and high-brow messaging.

I recall when the Director of Development at an Ivy League law school told me about a prospect who did not understand how planned gifts work, and for this simple reason was ignoring his messaging. The interesting thing about this prospect is that she is an Ivy grad who makes \$1.8 million a year as a litigator. She’s no dummy. And yet, she didn’t “get” what the office of development was trying to get across.

Your prospects are not different.

You think you are marketing to a sophisticated crowd. But those same people are also giving to their church, synagogue, social services agency, and the SPCA around the corner. And I *guarantee* you these places don’t use sophisticated, highbrow marketing—the kind you think you should be using. And they are happily, deservedly, getting part of your share.

Your prospects are not different. They are simply...well, human. I don’t care whether you are Harvard

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How About Never?

Helpful language to cut through the objection heap.

Jim Friedman



Perhaps you’ve seen Bob Mankoff’s famous *New Yorker* cartoon that shows a businessman trying to get out of an appointment. With a phone receiver up to his ear, he says: “No, Thursday’s out. How about never—is never good for you?”

I think if there were an official t-shirt for those of us who solicit planned gifts, this cartoon would be embossed on the front.

If our prospects were brutally honest, many of them would answer us like that guy in the cartoon. When’s a good time to think about making a planned gift to your organization? Hm... well, how about never?

I’ve been having conversations with people about planned gifts for 13 years. In recent years it has seemed more and more difficult to have these conversations without objections surfacing quickly. I’m not sure why this is. Perhaps people feel like they’re on shaky ground since the 2008 financial fiasco. Perhaps it’s a generational difference. In any case, you know the objections I’m talking about.

I’m too young.

I’m too old.

My kids or grandkids might need help.

I’m going to have end-of-life expenses to deal with.

I might die too soon.

I might live a long time, and I don’t know what life has in store for me.

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Legacy, Relationships and ROI

Jean Marie Martin



Where would we be without relationships? They chart our days, influence our decisions and activate our moods, motivations, and activities.

They bring us joy, sadness, jobs, marriage, frustrations, children, *and*, donations.

Let’s start at home.

My household includes three children and a set of parents. Each of us has a fundamental relationship with the whole and with each part, which makes up 20 different relationships. In order to move our family forward, each these relationships need to be constantly worked on.

Each requires these core values in order to grow:

1. Trust
2. Commitment
3. Respect
4. Mutuality
5. Love

I consistently have questions in mind that help me reflect on how well I’m holding up my end of these values within our family. Do I know the aspirations and passions of my children and spouse? Have they changed? Why? Are they struggling with something? What are they not saying? Can I keep my opinion to myself and just

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Ask Brian

Got a question itching for an answer? Ask Brian M. Sagrestano, JD, CFRE, at PlannedGiving.com/brian. Bashful? You can ask to remain anonymous. Check online at PlannedGiving.com/answers for replies that don't fit here and a lot more.

Q I have been asked by my VP to set a goal for new legacy society members for the coming fiscal year. Should it be a percentage or a specific number? How do I calculate it?

A Planned giving program that are early in development often see a significant number of new members when they form a legacy society, as people who have already included your nonprofit in their plans tell you about it in response to the launch announcement. This is especially true if you use a charter membership campaign to give your new program a lift. Once your program is established, you can measure performance based on your prospect pipeline. For example, let's say you have 240 planned giving prospects assigned to you. Typically, that would mean 80 in qualification status, 80 in solicitation status and 80 in stewardship status. Review the 80 in solicitation status and determine how many you expect to solicit for a planned gift this year. Half is a reasonable goal. So let's assume that you will solicit 40 of them this year. Using

the rule of thirds, approximately 13 should say yes to your request. This is your personal goal for new legacy society members this year: 13. Follow the same process to set goals for the other gift officers on your team. This shares planned giving responsibility across the development area. If there are four of you and each of you have a goal of 13 new legacy society members, then your organization's goal for the year is 52.

If you work in a small shop and wear many hats, your numbers may be very modest. But you can use the same process to set goals. So let's say you have 80 prospects instead of 240. In that case, around 26 are in solicitation status and you'll solicit 13 of them this year for a planned gift. Again, using the rule of thirds, that means your goal is four new members in your legacy society.

Best of luck and let us know if we can help with your goal setting or with any other aspect of your planned giving program.

Brian

Have Your Say

Comments, stories, complaints.

Unexpected Gifts

When I asked him "Why us?" he told me that the nonprofit they originally intended to gift the house to had made him angry and he decided that someone else should get the home.

- Albuquerque, NM

Just say "Thank you"

I visited a woman in Canada just to thank her for her yearly support. She said, "That's why you came all the way up here?" I answered, "Could you also consider leaving us in your will?" She asked, "What's a will?" Eight months later we received 9.7 million. Her attorney asked, "What did you tell this woman?"

I just thanked her, I answered.

- Baltimore, MD

Surprise!

I was asked to visit an elderly couple, but was never informed they lived in a nudist colony.

- Wisconsin

Are you
talking to me?

Finally.

Donor-centric planned giving websites
that speak to prospects first.


VirtualGiving.com



**SOME PEOPLE EARN A LIVING BY COMPLICATING PLANNED GIVING.
WE MAKE IT SIMPLE. 800-490-7090**

How About Never?

Continued from page 1

*I'm not secure in my job situation.
I am already giving a lot of money away every year.*

I just can't commit to anything right now.

Let's face it: if the person is thinking about a planned gift in this frame of mind, the best time for them really is never.

If you haven't learned this lesson by now, I may as well be the one to break it to you: you will never be able to answer all of a donor's objections to his/her satisfaction. You could have solid answers for 50 objections, and the person in this mindset will come up with 100 more. It's a no-win conversation.

So how do we get past the objections to have a real conversation about planned giving? How do we get to "yes"? Good news! You can do it and I'm going to tell you how.

Not long ago I attended a Conference of Jewish Federations and had the privilege to hear Robert Sharpe, Jr., speak about how to handle prospects' objections—what he referred to as "de-motivators." I came away from the conference with a fresh approach to planned giving conversations. It's a two-part conversation and it goes something like this:

Initial Conversation #1

Fundraiser: "Let me see if I understand what you are saying. You would like to support our organization with a Legacy Gift, BUT... (You summarize their main objections)."

Donor: "Yes."

[Success! We've gotten to a "yes."]

The purpose of the first conversation is simply to get the donor past the worry that you're going to ask them to commit to something that puts their future at risk.

Fundraiser: "I think I have some ideas that can satisfy all those BUTs. I'll need to look over some things and talk to a few people. Would you be willing to set another meeting once I've put together some ideas for you to consider?"

Donor: "Yes."

[The donor will almost always agree to a follow-up meeting if it's framed this way. And there we go again—we've gotten to another "yes."]

The purpose of the first conversation

is simply to get the donor past the worry that you're going to ask them to commit to something that puts their future at risk. You may have all the answers right then, but be patient. Earn their trust and put them at ease.

Follow-up Conversation #2

Fundraiser: "When we left off, we agreed that if we can find a way that you won't feel you will be financially constrained and could still take care of all you want, and still find a way that you can be generous with a Legacy Gift for our organization, then you would be up for discussing that. I just want to make sure that's where we're starting today. Does that sound about right?"

Donor: "Yes."

Fundraiser: "What I'd like to suggest is that we talk today about the What's-left. If everything happens that you want to happen during your lifetime, you've lived

the life you want to live, you've taken care of every contingency, your lifetime expenses are covered, you've been generous with your family—after all that, if there's anything left over, I want to help you have a plan in place for that. If there's only a dollar left, we're going to talk about that dollar."

Now you can: a.) watch your prospect's shoulders drop in relief, and b.) tell them what they can do with that what's-left portion of their estate. Do yourself and

the donor an enormous favor and don't veer off into the complexities of all the different planned giving options. In reality only a small percentage of people making arrangements for more complicated gifts, and they'll usually arrange it with an attorney. The truth is that 90-plus percent of the people are going to make a bequest. So talk about that—and keep it simple.

In closing, here are a couple Do's and Don'ts to keep in mind.

DON'T:

- Get caught up in no-win conversations where you're trying to answer an unending barrage of objections.
- Come across as if you are in a debate and always try to be right. You might have the answers, but keep control, be patient, and earn their trust.

DO:

- Set a date for the next meeting. If they don't know their schedule, ask if it's okay to call in a day or two to set a date. You always want to leave the meeting with a firm next step.
- Give examples of easy steps, and get it done.

Getting to "Yes" is all about tactfully overcoming objections and allaying fears. Only then will you get on to real conversations where you will find the atmosphere is positive and welcoming! Please drop me a note to let me know how this two-conversation, what's-left approach is working for you. ●

Jim Friedman is Director of Planned Giving and Endowments for the Jewish Federation of Cincinnati. He has an extensive background in sales and marketing and has served in Board leadership positions with numerous civic and philanthropic organizations. Contact: jfriedman@jfedcin.org.



"No, Thursday's out. How about never—is never good for you?"

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USED WITH PERMISSION

Legacy, Relationships and ROI

Continued from page 1

listen? Do they respect my feedback? Have I set a good example in my own relationships? Do I respect their opinions and feelings so that we can agree to disagree? Do I allow another enough space to make mistakes? Do I view mistakes as opportunities for growth and promote learning from them? Can I be trusted not to judge? Am I willing to support them as they move through each facet of their personal and professional lives?

My twin daughters are almost inseparable. Their dream was to attend college together. The stress, competition and the thought of leaving home were simultaneously exhilarating and frightening for them. It turned out the university they chose did not have a competitive program in one of their majors, but they were both willing for one to sacrifice the strength of her program to gain the security and comfort of having her sister nearby during freshman year. My husband and I suggested that separate schools may be a good choice, despite their growing fear of separation. This was a huge emotional and financial investment for the entire family. After countless hours of listening to each

other's needs, posing important questions, and creating an open, judgment-free space for feelings, we reached a solution. The girls decided the challenges of going it alone to attain the best education were worth the effort, despite the unfamiliar paths they would walk alone during their first year. They applied to, and now attend, schools 50 miles apart. I have to believe that my daughters were willing to face their fears and tackle a tough decision because of the trust, respect, love and willingness we all shared to move our family forward.

Now, let's finish at work.

You are a fundraiser—a special kind of fundraiser that has the task and gift of helping someone identify and bring about hope and change for the future. The core values of relationships relate to your business, as well! How do you care for your relationships with donors and prospects? Do you take time to reflect? Do you offer advice, problem-solve, people please—or do you honestly listen? Do you view them as an obligation, or do you express respect for what is important to them? Can you take yourself out of the equation and not focus on quotas and about what's in it for you? Can you

provide a fully open space to allow them to share what motivates, drives and moves them and their decisions? Can they trust you? Can you do it without making assumptions and quick judgments?

Donors and prospects each have their own human story. They deserve to be honored, to have open space to share freely. You can give it to them, by simply listening. If you are raising money for your organization, the ability to make someone feel important is paramount. You do this by honoring their story with a fully open ear. Once this space of respect and consideration for the other is established, magic can happen. They feel safe with you and valued as a person. Then they are open to what you can share with them about yourself, the mission of your organization, and how they can match their aspirations to include your charity.

That's the magic of relationships. And that is what dreams and legacies are made of. ●

Between the University of Pennsylvania and Children's Hospital of Philadelphia, Jean Marie has over 15 years experience in development communications. JeanMarie@PlannedGiving.com

Planned Giving Postcards

In a noisy world, they get your message heard.

How?

They're engaging. Postcards raise awareness of your brand and your mission, and motivate prospects to give.

They're concise, streamlined and attractive—a welcome, 10-second read.

They're affordable. Which means you can touch more people more often.

They stand out. People's email inboxes are overflowing, but real mail with excellent content gets your prospects' attention.

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How To Drive Traffic To Your Planned Giving Website, Inbox and Phone

Seven proven steps.

None of the below are expensive. None of the below take a lot of your time. But all of the below will drive traffic to your planned giving website so it can do its marketing job better.

Better yet... they will also drive traffic to your phone and inbox. Execute them all or just a few. But do it!

1 Make a complete inventory of all of the publications/ correspondence your organization sends out. Examples include:

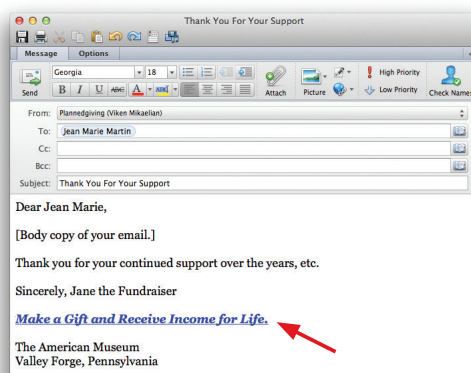
- Alumni journal, “hospital news”, etc.
- Development newsletters
- General newsletters
- Any sort of bulletin
- Institutional mass emails

2 In any of the above print pieces, place an interesting column/article. Make sure you include your website URL in the contact info associated with the article. Don't have time to write an article? If you are a client, we'll give them to you for free. We suggest you peruse our library or call us for advice. A current favorite is: *Don't Worry. You Don't Need a Will. The Government Will Take Care of it For You.*

3 Again, in any of the print pieces above, place a display ad showcasing a donor and highlighting positive giving outcomes. Be sure these ads mention your website as an convenient source of donor-centered information.



4 This is one of our favorite tips! Develop five or so compelling e-mail signature lines and make sure everyone in your office uses them in their email correspondence. (A typical ordinary email signature line such as “Visit us at the Foundation” will never get clicked.) Have each line link to a specific page on your planned giving website. You can get creative with these lines and have some fun.



Some examples:

- *Did you know you can support our mission with a gift that costs nothing during lifetime?*
- *You don't have to be wealthy to make a significant gift.*
- *Giving stock could be more beneficial than giving cash.*
- *You can donate your home, get a deduction, and continue to live there for life.*
- *Did you know there are gifts anyone can make?*

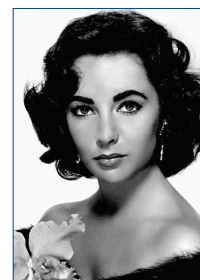
5 In your institutional mass emails (the ones your organization sends out), place a compelling link to content on your planned giving site. Make it bold and striking. For example, the link could simply be the title of the article in #2 above. We call these “smart landing pages” and our websites have over 15 of them.

6 Direct your most loyal prospects to your website using an educational planned giving letter sent via US Mail. Most people prefer to get such information via snail mail. To grab recipients' attention, be sure the letter is personalized with a handwritten or lasered address (no labels) and a real live stamp on it, rather than metered postage. Here is a link to two sample letters:

PlannedGiving.com / 2letters

7 Consider powerful postcards. Samples on page 4. Postcards are a punchy, inexpensive way to get your message across. In between sending letters (step 5), you could follow up with a postcard on the same topic, and direct readers to a specific page on your website for more information. Don't have the time to develop your own postcard series? Contact Matt Tumolo to learn more: 800-490-7090. ●

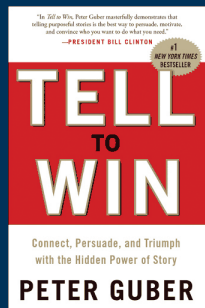
Competitors From the Grave



Perhaps just smart estate planning. According to *Forbe's*, the late Elizabeth Taylor has surpassed Michael Jackson on *Forbe's* annual list of top-earning dead celebrities. And according to *Vanity Fair*, she even tops Oprah. Much of her wealth goes to charity, mostly to AIDS.

* Write or call to share a planned giving success story, worst nightmare, or heartfelt event—and we'll send you a free copy of our Pocket Guide (\$29.95 value). Confidentiality guaranteed. Success@PlannedGiving.com / 800-490-7090.

Book Review: *Tell to Win*, by Peter Guber



Peter Guber's *Tell to Win* is, predictably, full of stories. Stories about Guber's success in the film industry. Stories about Guber's failures in the film industry. Stories

about Guber *telling* stories to the king of Thailand. Stories about Guber *hearing* stories from Pat Riley Here's the book in six words: Compelling stories move people to action.

Guber's constant name-dropping gets a little distracting, and by the time we read about his scuba-diving experience with Fidel Castro, it seems there's no one on the planet the guy hasn't met. But he keeps a humble tone and is quick to admit his failures and credit others for what they've

"Story isn't the icing on the cake, it is the cake."

taught him. The rich and famous just happen to be his sphere, but the point holds true: people are wired to respond to oral narrative.

In chapter three we read about a study done at the World Bank, in which 25 well-crafted stories were delivered either through written form, video or told orally. The stories that were told person-to-person were far more likely to be trusted, remembered and repeated to others. It's a good reminder to fundraisers that nothing can replace a face-to-face conversation with a prospect.

Towards the end, the book gets more practical and includes tips on how to be purposeful in your storytelling, how to tweak your story to fit your audience, and how to frame your story's hero.

It's an entertaining read, skim-able in sections, and will teach you a thing or two about how to tell a good story with a purpose.

Review by Karen Martin

The 10 Year Solution

With planned giving marketing, you're on the donor's timeline.

Christopher Jones, CFP, ChFC, CLU



If I told you there was a permanent solution to your organization's financial challenges and that this solution would take 10 years to implement, would you want to know more? What if a previous leader in your organization had chosen to start on the path 15 years ago or better yet, 25 years ago? How would you feel about the 10 year solution then?

Annual appeals have traditionally been the target of all effort and energy in a non-profit at an organizational level. There have been times, however, when a leader with vision has made the commitment to a more dependable, longer-term solution to the challenge of funding social ministry. Consider Harvard, the envy of the development world. Many years ago, a leader at Harvard chose to make a commitment to intentionally talk with people about giving beyond their lifetime. This has culminated in an endowment that exceeds what most organizations even believe is possible. That commitment created a reality where scholarships can be provided indefinitely, programs can be developed based on

The reason is also remarkably simple: we have to do it.

Here are simple, daily steps you can take over a 10 year period to make Planned Giving a reality in your organization:

It starts with the leadership of the organization—not just the CEO, but the entire leadership team, including the Board of Directors. They need to not only understand why this is important, but also take the initiative to make their planned gift a reality. Then the critical mass will be present to carry the momentum throughout the entire organization and constituency. The next step is a plan to reach out to this population, one person at a time. Simply have a conversation about the possibilities that can be created by their personal bequest.

One question, once a day, to one person who cares about the organization:

"Mr. Jones, you obviously care about our organization as exhibited by all of your efforts on our behalf. Would you consider having a conversation with us about how to perpetuate your giving forever?"

Many years ago, a leader at Harvard chose to make a commitment to intentionally talk with people about giving beyond their lifetime.

quality, and buildings can be built without the weight and stress of debt.

What organization *wouldn't* want to live in such a dream scenario? The question then becomes why don't we pursue planned giving with all of our energy and effort? It is not that it is complicated or overwhelming. In fact, it's remarkably simple for a person to make a change to a will, buy a life insurance policy or purchase a gift annuity—along with many other planned giving techniques. The reason cannot be that people don't know what to do. The reason also cannot be that they have no interest in doing it. Some organizations have figured this out and some have not, so there's got to be a reason.

Once you have a yes, make the appointment. Make sure the spouse will be there, if appropriate (which it usually is). Have an advisor on your team, someone who understands charitable giving, to assist with the process. Once you have the appointment, the rest of the process will fall into place over time.

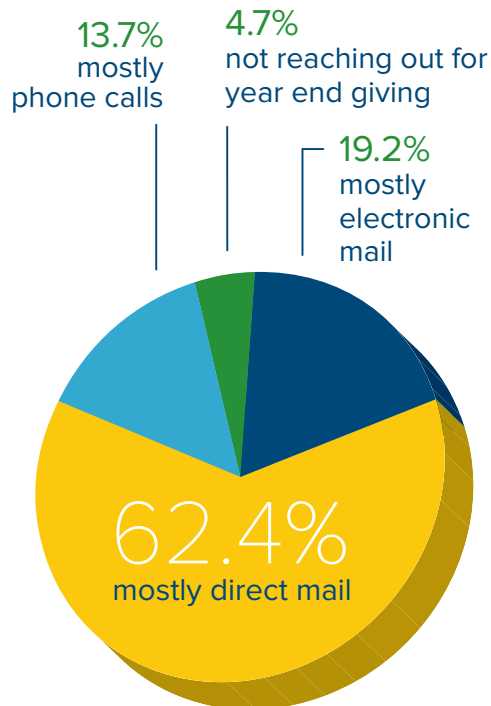
Imagine, 10 years in the future when your organization is financially stable and people look back to they year 2014 when someone (you!) had the vision and dedication to make a long-term commitment to developing planned gifts. ●

Christopher J. Jones CFP, ChFC, CLU, is the Managing Director at Center for Wealth Preservation in Syosset, NY. cjones@financialguide.com

From Our Recent Poll

We conduct surveys regularly.

How will you reach your prospects at year end?



I am discovering that financial advisors are becoming an increasingly important element in the charitable planning process.

39.9% yes

39.5% somewhat

7.7% not at all

12.9% for wealthy donors only

Big Shop Tested. Small Shop Approved.

Invest 1 hour a week for 1 year
to raise more and larger gifts.



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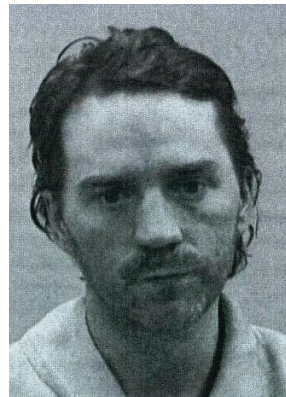
Who's Your Tom Bond?

True stories make people feel.

Karen Martin

You'd never guess by looking at Thomas Chandler Cruikshank Bond, III, that he battled drug addiction for two decades, that he was jailed half a dozen times, or that he spent four years living in abandoned houses in East Baltimore. In fact, even if you had met him during most of those dark years, you never would have guessed what was really going on under his façade. He had a good job with an expense account, wore a suit and tie and drove a nice car. But, he says, "inside I was a wreck, miserable."

By 2002, Tom had been homeless or jailed for the past four years. He was injecting heroine and cocaine and had wasted away to 150 pounds. "I really thought I'd end up dying in the projects of Baltimore," he says. Then, during yet another stint in jail, Tom heard (for the third time) about the Helping Up Mission, an organization that helps men break the grip of homelessness, poverty, addiction and



Look what a difference one year has made.

mental illness. This time, Tom was finally ready to seek help. He entered the mission, and after graduating from their one-year spiritual recovery program, he was hired on staff. He continued moving around to different positions within the organization, and now he is Director of Programs and Services and oversees a team of 40 staff and eight programs serving 500 men.

What a difference a year can make

Tom Bond is a face and a story to a problem. He breaks the stereotype of the greasy-haired bum on the street. "The picture of homelessness and addiction that most people have isn't accurate. The larger picture is the kid that breaks his leg and gets hooked on oxycodone and within a year or two goes to heroine. It's a gigantic, terrible mess."

So Tom tells his story over and over and over. In his role at Helping Up Mission, he often gives tours to donors and foundation

representatives. "Invariably my story pops out during the conversation. They'll look at me in my suit and they'll say 'No way man. No way were you homeless.'"

So who's your organization's Tom Bond? Who has a story that will compel your donors to give generously? Who can speak with emotion to represent the reality of what you are trying to accomplish? The story doesn't have to be dramatic with drugs and jail time. It just needs to make people feel something—compassion, anger, excitement, or even guilt. If you're a university, maybe your storyteller is a graduate doing break-through technology research. If you're a Food Bank, perhaps it's the blue-collar family who swears they would have

starved that one tough year if not for your assistance. If you're an elderly care facility, maybe it's the 89-year-old woman living with dignity and comfort and playing poker with her girlfriends on

Thursday afternoons. But please don't talk generically about all the residents; talk about this one. Tell her story.

Here's a quick mental marketing exercise to do. Envision all of your marketing materials, all your website copy, all the verbiage you use when talking to prospects, every PowerPoint presentation you've ever done. Imagine it all typed out on a multi-page document. Now imagine you have a bright orange highlighter in your hand. Go through all those words, highlighting only the ones that tell a story or convey real emotion. Most non-profits would see a lot of black and white staring back at them.

Now, go find your Tom Bond. Tell stories. Make people feel.

Karen Martin writes content for PlannedGiving.com and for our clients with as much emotion and storytelling as clients let her get away with. karen@PlannedGiving.com

I Learned A Lot Of Things From My Dad

Here are three.

David Kottler, J.D., C.A.P.



My father was famous for his sayings. One of his favorites was:

“Good judgment comes from experience. Unfortunately experience comes through bad judgment.”

I’ve made my share of bad judgments in life, that’s for sure. And, like my father knew it would, it gave me experience and made me who I am today.

My grandmother Esther emigrated from Russia and started a small food distribution business in Cleveland, Ohio. My father carried on the business. While I respected them both immensely, I had zero interest in carrying on the business. But I needed a job to pay my way through law school, so I asked my dad for a job. He hired me in 1972 at \$600 a month. Five years later I had my law degree and I had helped grow the business ten-fold. My father was making \$100,000 a year, five times as much as he had ever made. I was having fun! So I stuck around for 15 more years. (We’re the ones who brought you Häagen-Dazs and Ben & Jerry’s. You’re welcome.)

By the early 1990s, my life looked very different. My father had passed away, I’d been divorced for the second time, and I had lost the business. The business had peaked at \$20 million, and I walked away with nothing more than a building and a non-compete agreement. (As I said, I’ve made my share of bad judgments!)

I needed to start over. I entered the financial services world, a career field that fit with my experiences in business and had low start-up costs. Over the years I’d

been introduced to the Hebrew concept of tzedaka. The word is commonly used to refer to charity, but it’s much more. It also carries a sense of obligation to recognize what we have comes from God and we’re merely a conduit for redistributing it. I made it my personal mission to promote philanthropy and help people build their legacies, no matter how large or small.

Now, twenty-something years later, I’ve started another business—one that gives me the opportunity to help business owners transition well and to help people manage their wealth in a way that’s congruent with who they are.

The trajectory of my path to experience just goes to prove another one of Dad’s sayings:

“There is always more than one way to get downtown.”

A prospective client once said to me, “You’re an insurance guy, right?”

“No,” I replied. “I’m a problem solver. I help people figure out where they’ve got a problem before they even knew they had one.”

That got his attention!

I don’t blame him for boxing me in. We are inundated by many more messages every day than our brain can absorb. So if we feel someone is trying to sell us something, it’s just a natural defense mechanism to label the person, lump him in a category and walk away.

If we want to have an actual conversation with people (and the only way to solicit large charitable donations is through a real, honest conversation), then we must not let them lump us into a

category. *Fundraiser. Going to ask me for money. No thanks. Goodbye.*

So how do we avoid getting lumped and dumped? Be a problem solver. People are looking for guidance. If we can point out problems or opportunities they hadn’t seen before, then we are offering them something of great value. Many very wealthy and very intelligent people are

**The giver should feel joy and gratification.
The receiver feels worthy and honored.**

under the misperception that every dollar they give to charity is a dollar being taken away from their family. Here’s an opportunity to be a problem solver and add value to their thinking.

When I tell people how they can disinherit the government by redirecting dollars that would otherwise go to for taxes and use their wealth to make a much bigger impact for the causes they care about, their reaction is like that ah-ha moment I remember from when people tasted Häagen-Dazs for the first time. *Is that legal? Are you for real?*

I love those reactions. They prove yet another of my father’s famous sayings:

“Business should be fun!”

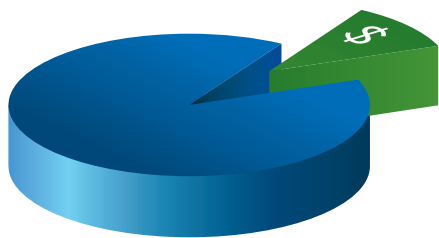
Not long ago, I passed by a Girl Scout troop set up at a local grocery store. I keep kosher so I can’t eat the cookies, but I stopped and said, “here’s a dollar for a donation.” Their eyes lit up. *Wow. A donation?* It was one of the best dollars I ever spent.

That’s what giving should be about. The giver feels joy and gratification. The receiver feels worthy and honored. Philanthropy (like business) should be fun!

I’m working with a client who has been running his family’s large manufacturing and distribution business. Now he’s at retirement age but hesitated to sell. He was nervous about the tax burden he would face and concerned he would be bored. I talked with him about what is most meaningful to him. And (as is true with

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Did you know?



Less than 10%
of this nation’s wealth is in the cash
and over 90% is in assets?

Yet...



Over 90%
of fundraisers time is spent on
pursuing cash instead of assets?

What's Your Asking Style?

There's more than one way to ask for a gift.

Brian Saber



"I can play short..."

Who can forget Dustin Hoffman in *Tootsie*? Desperate to land a part, any part, he tries to convince the director that he can play any role—short, tall, young, old, male, female.

Acting to please an audience is great for the movies, but not so great for fundraising. Donors can sense when you're being phony—when you're trying to be and say what you think they expect.

When you're authentic, you build your donor's trust—trust in you and through you to the organization. And trust is imperative to building the long-term relationships with donors that pay off for everyone.



Asking Styles

There is no such thing as the "perfect" or "ideal" fundraiser. You may have in mind some image of a fundraiser, but I can promise you that very few fundraisers fit that mold. Why? Very few of us got into the business because we wanted to raise funds. Your story is probably similar to mine. I wanted to make a difference in the world, decided to go into the non-profit sector, was asked to fundraise along the way, found I was good at it...and here I am 30 years later!

So, if most of us aren't the prototypical fundraiser, what does that mean? It means we need to embrace all the wonderful qualities each and every one of us brings to our work, and we need to play to our strengths. We need to fundraise in our own Asking Style.

Asking Styles is a new concept for the field developed at Asking Matters.

Based on how one thinks and how one interacts with others, it classifies people as Rainmakers, Go-Getters, Kindred Spirits, and Mission Controllers.

The Rainmakers (extroverted analytics) are the prototypical fundraisers. They're goal-oriented, strategic, and driven fundraisers who keep their eye on the prize.

Go-Getters (extroverted intuitives) are the big picture, high-energy, life-of-the-party types with contagious enthusiasm.

Kindred Spirits (introverted intuitives) are the sensitive, attentive, and caring fundraisers whose thoughtfulness brings donors closer.

Mission Controllers (introverted analytics) are the Eagle Scouts. They're detailed, methodical and observant, so they're always prepared and thorough.

Fundraising in your own style

At every step in the asking process, your Asking Style impacts how you do your work. It starts with prospect selection and carries through to how you prepare, how you contact the donor to set up the meeting, and how you act during the meeting.

For instance, soliciting in pairs is an incredibly effective strategy with most donors. At least 75% of all the major asks I've made have been with a co-solicitor. Pairing based on Asking Styles can be very effective, especially when pairing diagonally across the grid. Rainmakers and Kindred Spirits make ideal pairs, as do Go-Getters and Mission Controllers.

In each case, the team brings the full range of strengths to the table. The extrovert is wonderful at opening the meeting and engaging the donor, while the introvert talks less and spends that quiet time observing the meeting and strategizing about where to take it.

I'm running a capital campaign and partnering with the organization's president, a Go-Getter, on solicitation meetings. As the passionate, outgoing Go-Getter, my president's enthusiasm for the organization is contagious. His passion and dedication are very evident, and people respect him and believe in him.

As the introvert, I watch the meetings unfold and listen to the dialog as much as I participate. I jump in with key questions and transition the meeting from one stage to the next. This is particularly helpful when we're meeting with my president's fellow extroverts as they can get caught up in conversation and need a gentle nudge to keep the meeting focused and moving ahead.

Everyone can be at the table

The Asking Styles show everyone how they can be comfortable and effective fundraising. No longer do they say, "I can't fundraise. I'm terrible at it." They embrace their personal strengths and discover that there isn't just one right way to fundraise. Fundraising is an art, and everyone can learn.

I invite you and everyone at your organization to find your Asking Style and watch the incredible impact it will have in your fundraising. ●

Brian Saber is President of Asking Matters, an online membership-based company that teaches staff and volunteers how to ask for money and motivates them to get out and ask. brian@askingmatters.com

quiz yourself

I have a good memory for facts and figures.

☐ True

☐ False

I can relate easily to others.

☐ True

☐ False

I like to improvise.

☐ True

☐ False

I think of myself as well organized.

☐ True

☐ False

My actions are usually based on systematic thinking.

☐ True

☐ False

Take the full assessment: [askingmatters.com](https://www.askingmatters.com)

Opportunity Costs Of Doing Nothing

A painful lesson.

Viken Mikaelian

The New Oxford American Dictionary defines Opportunity Cost as “the loss of potential gain from other alternatives when one alternative is chosen”.

For example, the opportunity cost of going to school is the money you would have earned if you got a job instead. On the one hand, you lose four years of salary while getting your degree. On the other hand, you hope to earn more during your career thanks to your degree.

Doing nothing

While perusing the web, I came across an interesting white paper by Greg Ring titled: *Planned Giving: The Opportunity Cost of Doing Nothing*. It struck a cord. I’ve been professing this for years, and I could not have said it any better.

Most non-profits know that 95% of wealth is in assets and yet do nothing or very little when it comes to planned giving. Instead they continue to rely on annual giving, golf outings, and parties to meet budgets. What happened to exceed meeting their budgets?

My associate Keith London in Florida always says: “The best time to plant a palm tree is 10 years ago. The second best time is today.” Just imagine if your predecessor planted a simple marketing message promoting bequests 10 years ago. Where would you be today?

Planned giving is about tomorrow—and it is your responsibility to plant today.

Proof why many will fail

I was at a national conference in L.A. walking around various breakout sessions. One room was titled *How to Double Your Endowment With Simple Planned Gifts*.

There were 8 people in the room. Down the hall they were cramming 200 fund-raisers into a session titled “How to Raise Money by Throwing Parties.”

How much do you want to bet that the 8 people in the planned giving session will raise far more money than the 200 party throwers combined in the long run?

It is your responsibility to plant today

I have seen it over and over again. I visit with a client. They decide to pursue planned gifts. They meet with their staff. They meet with their board. They ask me to revisit. It goes on and on. For 2 to 4 years. They finally launch some sort of a program. Meanwhile, they wonder why their major admirers, worth millions, leave their estate to the non-profit next door. Or worse, accidentally to the government.

Your dentist

Indecision is like not going to the dentist. You’ll have germs eating at your teeth slowly with no pain. And one day you will need a root canal. Pain included.

It is a simple illustration of the cost of doing nothing. As Greg’s white paper says,

“If you don’t have a disciplined, systematic communication, and follow-up strategy related to gifts of assets, then you’re experiencing massive opportunity cost.”

Don’t worry about bad decisions

Worrying will make you indecisive. In business, you quickly learn that a bad decision is better than no decision at all. For example, I make about 30 decisions a day. Let’s assume 10 of them are bad. The other 20 good ones will outweigh my bad ones. My alternative is no decisions at all, and let the company stagnate.

Analysis paralysis is the poison that fundraisers continually feed themselves. Many repeatedly go back and forth with inquiries while trying to make perfect decisions. They listen to new specialists and new points of view. They hold meetings and watch presentations. They hear arguments from all sides. They form sub-committees. They spend countless hours researching. Then, they determine that they do not have enough information to feel comfortable making a decision. So, they start all over with their planning.

This is the opportunity cost.

“Just imagine what would happen if just 1 percent of your prospects included your non-profit in their estate plans each year. Just 1%. With an average bequest being \$59,000... well, you do the math.

The cost of doing nothing is increasing every day you delay.” [Greg Ring] ●

Ways-of-Giving Brochures

A must-have for any organization

Explains planned gift options in plain English with helpful examples and planning tips.

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Fully customizable to fit your organization. Extremely effective and very simple to integrate into your existing marketing program.

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Want To Connect?

Continued from cover

or an AIDS clinic in small town USA—you are appealing to human beings.

Ditch the insider lingo and high-brow marketing and remember that people are people, no matter their income level or string of initials after their name. Instead of spewing facts, try telling a story. People love stories. *People love simple things.* My dad who was a surgeon all his life only cared about his garden for the past 15 years. He'd argue about the best way to grow a tomato. And watched tacky reruns of comedy shows from the 50s. This is my philosophy and this is why I tailor our products to appeal to "simple people." I just love simplicity (am I repeating myself?), and this one simple philosophy is ingrained in all of our products and services.

This issue is full of tips on how to make authentic connections and tell an effective story. Read Jim Friedman's article for helpful conversational language. Check out the book review on page 6 for more on the power of telling a good story. In fact, read the whole magazine! ●

I Learned A Lot Of Things From My Dad

Continued from page 8

most people) quickly discovered it's not money. My client is paternalistic; he's spent his whole career giving generously to his employees and his community. He is passionate about contributing to advancements in healthcare in his community.

I explained to him how he could virtually eliminate the taxes on the sale of his business through charitable planning and at the same time use his networking and business skills in the healthcare arena instead of the business world. Then, instead of dreading the sale of the business, my client discovered a whole new purpose to life. He transferred the business interests into a charitable trust and immediately started making gifts to the causes he has always cared about. He's facing the prospect of an active and meaningful retirement with energy and excitement.

Now that's fun! You were right, Dad—about so many things. ●

David Kottler, J.D., C.A.P., spends his time either with his family or pursuing his life's passion—philanthropy. He is founder of D.A.K. Strategic Solutions L.L.C. and can be reached at dkottler0112@gmail.com.

technical corner



A Few Tricks of the CGA Trade

Elizabeth Leverage Hilles, J.D.

Planned giving fundraisers aren't financial or tax experts, but it's a good thing to be conversant in the issues our donors may face. Here are a few reminders regarding charitable gift annuities (CGAs).

CAPITAL GAINS TAX DEFERRAL

A few years ago I learned that married couples often talk about assets jointly regardless of actual ownership—an important detail that now I always ask about! A donor can avoid immediate recognition of taxable capital gain if she uses appreciated property to fund the contract, but only if the donor is also an annuitant.

If a donor uses sole property to create a CGA for the benefit of herself and her spouse, the capital gain can be deferred only over the donor's life expectancy.

To maximize the deferral period over both life expectancies, the donor must retitle the assets jointly, and then the couple can create the annuity together.

A LITTLE GIFT TAX BETWEEN SPOUSES

The annual gift tax exclusion (\$14,000 in 2014) amply covers most gifts, like birthday gifts and family vacations with adult children, so long as those gifts are of a "present interest." Additionally, there is an unlimited marital deduction for gifts to a spouse. However, gifts that won't be enjoyed until sometime in the future aren't covered by the annual exclusion or the unlimited marital deduction, and will count against the \$5.34 million exemption. Because of this, CGAs involving married couples are not always free of gift tax issues.

- A CGA that gives a spouse only the survivor ("future") annuity payments is subject to gift tax. To avoid this, the donor can 1) retain the right to revoke the spouse's interest, thus making the gift incomplete; or 2) make the annuity payments joint and survivor so that the spouse has a present interest.
- The unlimited gift tax marital exemption applies only to transfers to U.S. citizen spouses.

COMMUTED PAYMENT ("COLLEGE") ANNUITIES?

Naming a child or grandchild as the beneficiary of a commuted payment annuity has consequences that may surprise donors:

1. The donor will face immediate recognition of capital gain on appreciated property.
2. The donor must address gift tax and, if the beneficiary is a grandchild, generation-skipping transfer (GST) tax issues.
3. The payments to the beneficiary will be taxable and may be subject to an additional 10% penalty tax imposed on premature annuity distributions.
4. There's no guarantee that the beneficiary will use the money for college.

In short, there are probably better ways to fund college education (like a 529 plan) and better philanthropic options for the donor.

As fundraisers, our success depends on our ability to build trusting relationships between our donors and the charities they love. We must always encourage our donors to consult with their advisors, but we will best fulfill our roles by being knowledgeable about the choices and consequences our donors face.

Happy fundraising!



Elizabeth Leverage Hilles, J.D., is Director of Trusts, Estates, and Gift Planning at the University of Virginia Law School Foundation. Previously she practiced law as a litigator and in wealth management and estate planning. She also lectures at the UVA Law School and occasionally consults for PlannedGiving.com. Contact: eleverage@virginia.edu

HIGHLIGHTS IN THIS ISSUE



How About Never?

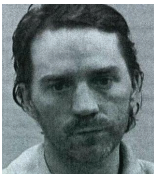
Helpful language to cut through the objection heap.

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There's no such thing as a "perfect" fundraiser.

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What's In It For Me?

Viken Mikaelian

What are the primary concerns of a High Net Worth individual?

- 1 Maintaining their lifestyle in retirement.
- 2 Taking care of their grown children and maybe their aging parents.
- 3 Being remembered positively for making a difference in people's lives.

Planned Giving strategies and vehicles can assist donors with all three of those concerns! So why aren't these individuals beating down our doors?

Are we not doing a good job in communicating the benefits of Philanthropic planning to the right people? Is it possible that we are too focused on our own fundraising goals and we're missing the big picture?

The Baby Boomers grew up in the era of Woodstock, the Vietnam War, the ecology movement. Their soul is rooted in 1968. They care.

Win-win situations don't come along every day, but here is one staring us in the face. If we can learn to be more donor-centric, everyone wins. We get what we want: eco-

nomic sustainability for the organizations we work for. The Baby Boomers get what they want: a secure retirement, economic stability for their family members, and being remembered for making a difference.

So let's encourage them to ask the question, "What's in it for me?" And let's give them a good answer. ●

