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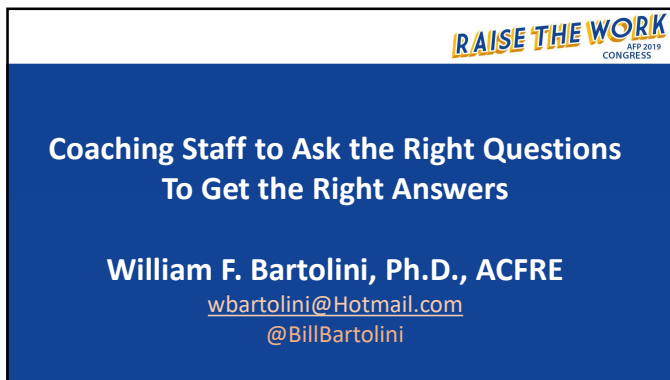
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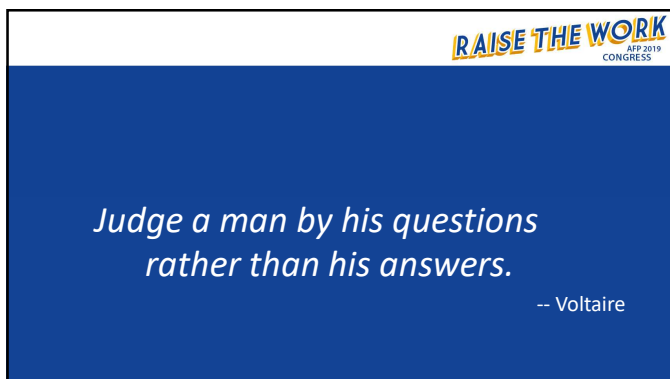
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Big gifts come from people...

- who are invested in your mission,
- who share your values, and
- who have confidence their contribution is going to make a difference.

*Asking Questions is key to developing this committed relationship.*

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#### *Agenda*

1. *Anatomy of a Great Question*
2. *Assessing Generosity & Values*
3. *Discovery Questions*
4. *Types of Questions, Keeping the Convo Alive*
5. *Solicitations & Objections*

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#### **Purpose & Intentions**



##### *Why are you having the conversation?*

- To Qualify & Assess Interest?
- To Engage?
- To Solicit?
- To Steward?
- To Recruit?

*The most egregious error inexperienced development officers make is to have a free-flowing conversation without a purpose.*

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**Purpose & Intentions****RAISE THE WORK**  
AFP 2019  
CONGRESS

Listen for intention,  
not for your response.

-- Peter Drucker

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**Anatomy of a Great Question****RAISE THE WORK**  
AFP 2019  
CONGRESS

- Thoughtful, intentional, strategic
- Fits into the context of the current conversation (provide a transition if you need to switch the topic)
- It is open ended and can't be answered with a Yes or No
- Asked clearly
- There is a Followup and request for more information. Remember: it's a conversation!

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**Anatomy of a Great Question****RAISE THE WORK**  
AFP 2019  
CONGRESS

- Work from the general to the specific
- Use the power of silence
- Don't interrupt
- Avoid Yes or No Questions
- Don't make the prospect uncomfortable by asking about information they don't think you should know, like, on your first meeting, how their son is getting along at Harvard.

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## Anatomy of a Great Question

**RAISE THE WORK**  
AFP 2019  
CONGRESS

### *Arc of the Discovery Conversation*

#### Donor Conversation Model

1. Tell me about your volunteer experiences
2. What are the gifts you've given which have meant most to you?
3. Can you recall a time when you've received a gift?
4. What is joyful, fulfilling and meaningful about those experiences?
5. Why you are giving to charity today.
6. What would cause you to consider a gift to our charity?
7. How do we move forward from here?

-- Karen Osborne

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## Anatomy of a Great Question

**RAISE THE WORK**  
AFP 2019  
CONGRESS

- Frame
- Question
- Followup
- Consider what the Answer revealed

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**RAISE THE WORK**  
AFP 2019  
CONGRESS

### *Agenda*

1. *Anatomy of a Great Question*
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### Questions Assessing Generosity



- **Frame:** *We are interested in the origins of generosity. How staff members, volunteers and donors think about it and teach it. How they learned to be generous.*
- **Question:** *May, I ask about your earliest memory of giving back?*
- **Follow-up Questions:**
  - *How has that experience influenced you as an adult?*
  - *How have you taught your children?*
  - *How important was that experience to you?*
  - *How does that experience influence your philanthropy?*

-- Karen Osborne

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### Questions Assessing Generosity



#### What these questions reveal:

- You'll learn about the depth of the donor's commitment to philanthropy. You'll help your donor think more deeply about that commitment and tap into life-shaping memories they are passing along to children and/or grandchildren.
- You are letting your donor talk about herself in a manner that will be productive for you and pleasing to her. It gives you an easy segue to the next set of powerful questions.

-- Karen Osborne

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### Question Assessing Values



- **Frame:** *It sounds like (something you learned from the questions above). I learned generosity in a similar manner (or whatever is true for you).*
- **Question:** *As you think about your philanthropy today, how would you describe the values that underpin your decisions?*
- **Follow-up Questions:**
  - *To what degree is that true for (the decision-makers)?*
  - *Which of our organizational values do you find most relevant?*

-- Karen Osborne

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## Question Assessing Values



### Why Values Questions?

- Research indicates that values play a critical part in major donor decision-making.
- Most want to give where there is values alignment.
- This line of questions helps you uncover the donor's values but also gives you opportunities to share (or remind the donor of) the values for which your organization stands.

-- Karen Osborne

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## Discovery Question



### Questions for Discovery & Developing the Relationship

*Talk with your neighbor...*

*What are the things we want to know to  
develop a deep and sustaining  
relationship?*

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## Discovery Question



### Discovery & Building the Relationship

- Build a complete relationship, not just one based on giving. Ask about:
- Birthdays, anniversaries, favorite flowers, names of pets, children and grandchildren.
- Get that information into the database along with the big things. Capacity, inclination, giving readiness, engagement and stewardship preferences and so forth. And think like a donor. See your organization through donors' eyes. — Karen O

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*Questions for Discovery  
& Developing the Relationship*

*Talk with your neighbor...*

*What are the Questions we could ask  
to discover the answers?*

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### **Echo Questions**



*"Sometimes I think the funds are wasted."  
"Wasted?"*

*"I'm not sure I should support this." "Not  
sure?"*

*I'm rather tapped out right now." "Tapped  
out?"*

*"Not sure I know enough." "Know enough?"*

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### **Questions without "?"**



- *"Tell me more..."*
- *"Go on..."*
- *"Explain that to me..."*
- *"Fascinating..."*
- *"Oh really..."*
- *"Hmmm..."*

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**Futures Invention Questions**

*It's 10 years in the future and...*

- *"What are you/we known for?"*
- *"What are you proudest of?"*
- *"What would your/our headline be?"*
- *"What is your personal legacy?"*
- *"What would be in your obituary?"*

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**Legacy Questions**

*Frank Sesno asked his mother: "What should I do with your ashes?"*

*"Scatter me to the wind or take me to Paris."*

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**Legacy Questions**

- *"What's one story you'd like me to tell my grandchildren about you?"*
- *"What are you proudest of in life?"*
- *"What is meaningful to you?"*
- *"What brings you meaning at this time in your life?"*
- *"What knowledge do you want me to pass along?"*

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**Legacy Questions**

- *What is your picture of yourself?*
- *How far out of integrity are you with your vision of who you said you were going to be?*
- *Where do you want to be with yourself?*
- *What would you do if you knew you could not fail?*

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**Stupid Questions**

1. *Asked from willful ignorance or laziness*
2. *Hurtful that humiliate and open wounds*
3. *Questions meant to embarrass*
4. *Inappropriate personal questions.*

-- Frank Sesno

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**Keeping the Conversation Going**

- "Did I hear you say..."*
- "Could you go a bit deeper into that?"*
- "Why do you feel that way?"*
- "What kinds of information would change your mind?"*
- "Why doesn't our organization fall into your priorities?"*

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*Affirm and Acknowledge their responses.*

*Micro-affirmations: nods, uh-huhs*

- *"That's really interesting"*
- *"I hadn't thought about it that way."*
- *"That's a good point."*

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### **Coaching Staff**



#### **1. Ask Them Questions**

- What do you want to accomplish?
- What do you need to learn?
- What questions will you ask?

#### **2. Role Model Frame, Question, Followup**

#### **3. Expand the Types of Questions They Use**

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### **Solicitation Questions**



#### ***Asking for a Gift: The Pre-Ask***

Ask the prospect for permission. Most donors are a little surprised – and pleased. It recognizes the dignity of their giving and our partnership.

- Ask for permission to Ask
- Ask if this is the right time to Ask
- Ask if this is the right project for them
- Ask how to Ask
- Ask who should ask

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**Solicitation Questions****Ways to Ask**

1. **Be direct:** "Mrs. Schultz, would you please consider a gift of \$5,000 to enroll more students in this school?"
2. **Stress the Benefits:** "Mr. Washington, by getting children off the streets and into this after school program, we can reduce juvenile delinquency by 50%. Will you make that possible this summer for 25 kids with a gift of \$15,000?"

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**Solicitation Questions****Ways to Ask**

1. **Join the Bandwagon:** "Ms. Grant, five of our board members are making gifts of at least \$1,500 each to provide services to these seniors. Will you please join them with a gift of \$1,500 or more?"
2. **Appeal to their legacy:** "Mr. Jefferson, you've had a tremendous impact you on this organization over the years. I'd like to ask you to cement your legacy with a gift so we can put your name on the Jefferson Scholarship in perpetuity. Naming the Jefferson Scholarship is important – but more importantly is the fact that you will be helping generations and generations of these kids. Would you consider a \$2.5M gift to do that?"

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**Objection Questions****Zig Zigler Loves Objections**

Objections show interest

- Many sales trainers refer to objections as the *beginning* of the sales process. Objections show the donor is interacting with what you say.
- Objections become much easier if you see them as the prospect asking for your help on how to make the gift.

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**Objection Questions****Anticipate Objections**

Fredricks (2006) pp. 189-198

- The Ask is too high
- Fear that assets are insufficient
- Wrong Ask (or project)
- Disagreement with the organization
- Need more time
- Need to discuss with others
- More comfortable giving a smaller amount

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**Objection Questions****Before responding:**

- Question
- Probe
- Restate

My friend Jill Pranger ([Jill@PrangerPhilanthropic.com](mailto:Jill@PrangerPhilanthropic.com)) says prospects will have 4 potential concerns...

- Amount, Area, Timing, or Asset

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- Sesno, Frank. (2017). Ask More: The Power of Questions to Open Doors, Uncover Solutions, and Spark Change. NY: American Management Association.

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