



Education
Advisory
Board

Advancement Forum

Gifted & Talented

What Makes a Top Fundraiser in the Age of Venture
Philanthropy?

A.J. Nagaraj, Research Consultant
anagaraj@eab.com


eab.com

With the End in Mind

Why Develop a Gift Officer Competency Model?

2

Potential Applications of Research on Gift Officer Competency Models

 **Expand, Examine and Engage the Talent Pool**

Identify competencies and motivations of top gift officers

- Develop skills-based hiring model to source and evaluate gift officers from out of industry
- Improve offer acceptance rate

 **Enhance Gift Officer Knowledge Base**

Create briefings and webinars for gift officers to advance their knowledge of higher education

- Use Education Advisory Board content to inform gift officer conversations
- Access easy-to-use database containing information about institution and peers

 **Up-Skill Existing Staff**

Determine the performance attributes of the best gift officers vs. core performers

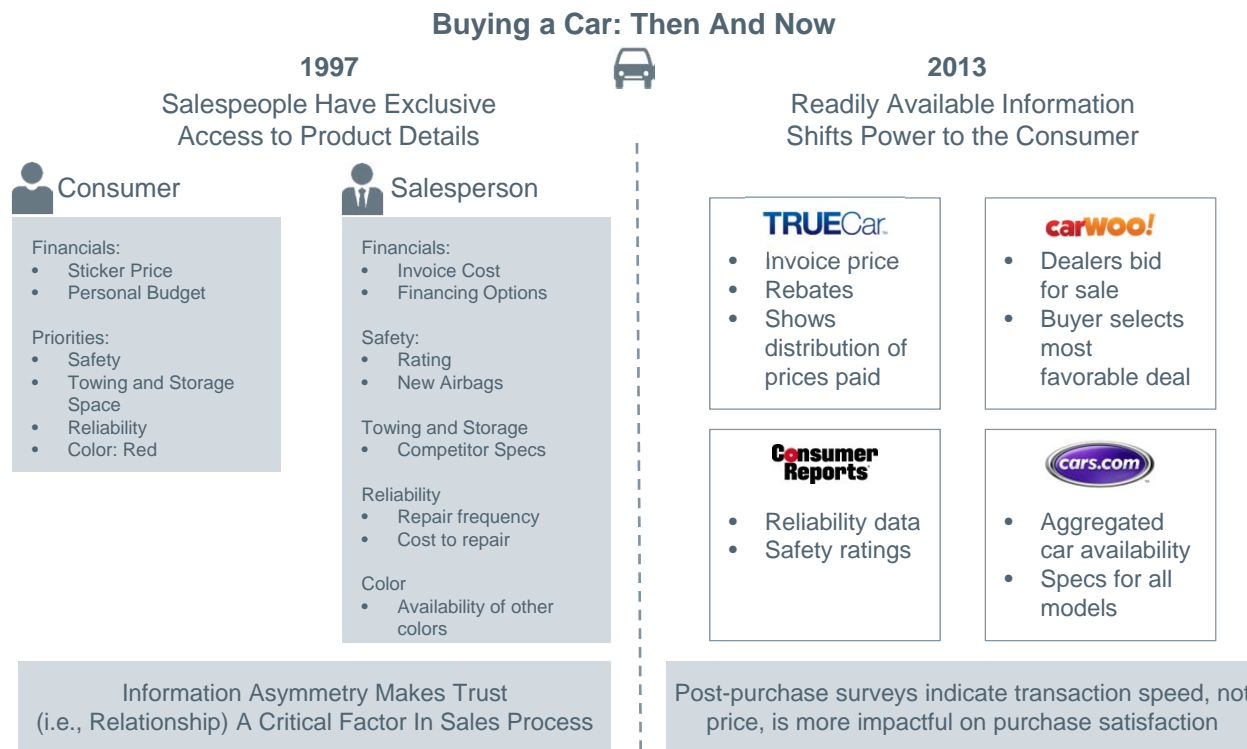
- Design trainings targeting most significant skill and competency gaps
- Deliver online and onsite training and workshops to gift officers

Why Now?

Balancing Information Asymmetry

The Transaction Has Changed, But Have the Salespeople?

3





From Supplier to Clarifier

“When buyers know more than sellers, sellers are no longer protectors and purveyors of information. They’re the curators and clarifiers of it—helping to make sense of the blizzard of facts, data, and options.”

*Daniel Pink,
To Sell is Human*



The End of an Era

“When I graduated from college [in 1984], the factory invoice of a car was locked in a safe...Today, the customer is telling me [what the cost is].”

*Tammy Darwish
Owner, DARCARS*

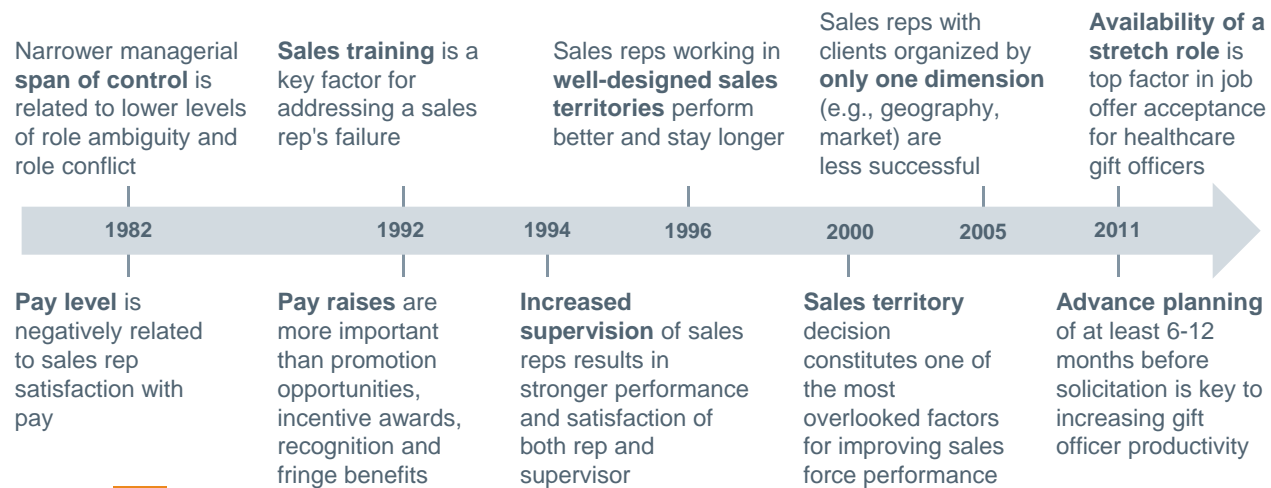
Haven't We Seen This?

More “How” Than “Who”

Considerable Findings on Structure, Few on Competencies

5

Selection of Most-Cited Research on Sales Performance



No Meaningful Findings On Sales Competency

Since 1976, researchers have produced 137 studies and articles and conducted over 1,600 regressions examining hundreds of variables and have found no meaningful correlation between any one characteristic or behavior and performance.

More Than One Road to Success

Global Survey Finds Five Archetypes Dominate Sales Force

6

Massive Study Seeks to Answer “What Drives Sales Performance Today?”



- Sister company to The Advisory Board
- Provides best practice research (and meetings) to CXOs of the Global 1,000
- Sales Executive Council serves 450 heads of sales at companies with revenues of \$1 billion+



Data Gathered From Thousands of Sales Reps

- Survey of over 6,000 business-to-business sales reps across both domestic and international industries
- Responses were self-reported by sales reps
- High-performers defined as top 20% of peers
- Survey tested attributes, skills, behaviors, activities, and knowledge



Multiple Statistical Methodologies Used

- Multivariate regression identified little correlation between performance and individual factors tested
- Cluster analysis used to examine groupings of variables revealed five distinct types of sales staff
- All five types were similarly represented in the overall sample

More Than One of a Kind

Five Profiles of Top Sales Reps Defined Through *The Challenger* Survey

7



The Relationship Builder 21% of Sample

- Builds strong advocates in customer's organization
- Generous with their time
- Gets along with everyone



The Lone Wolf 18% of Sample

- Follows own instincts
- Possesses strong self-assurance
- Difficult to control
- Does not file trip reports



The Challenger 27% of Sample

- Has a different world view
- Understands customer's business
- Enjoys debate
- Pushes the customer



The Hard Worker 21% of Sample

- Always goes the extra mile
- Refuses to give up
- Is highly self-motivated
- Responds proactively to feedback and development



The Reactive Problem Solver 14% of Sample

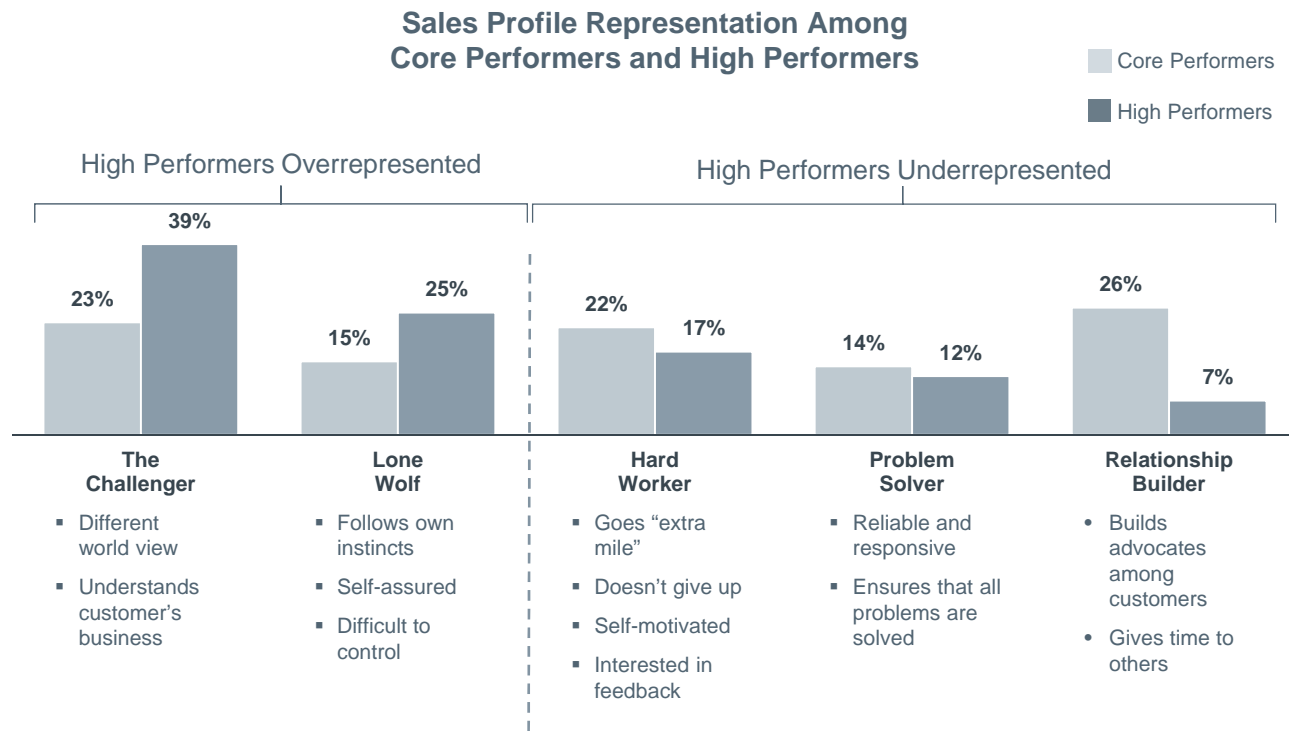
- Responds reliably to internal and external stakeholders
- Works to ensure all problems are solved
- Focuses on the details

Aha!

One of These Things is Not Like the Others

Cluster Analysis Reveals Lack of Uniformity Among Top Sales Reps

8



Setting Themselves Apart

What “Challenger” Type Reps Do That Others Don’t

9

Challenger Reps...



Teach

- Teach for differentiation by engaging in a robust two-way dialogue
- Deliver insight that reframes the way customers think about their business and their needs



Tailor

- Tailor their approach for resonance by understanding a customer’s value drivers
- Communicate sales messages in the context of the customer



Take Control

- Take control of the sale by discussing money and, when needed, pressing the customer
- Seek to leverage constructive tension to their advantage across all dimensions of the sale



Maintain Constructive Tension

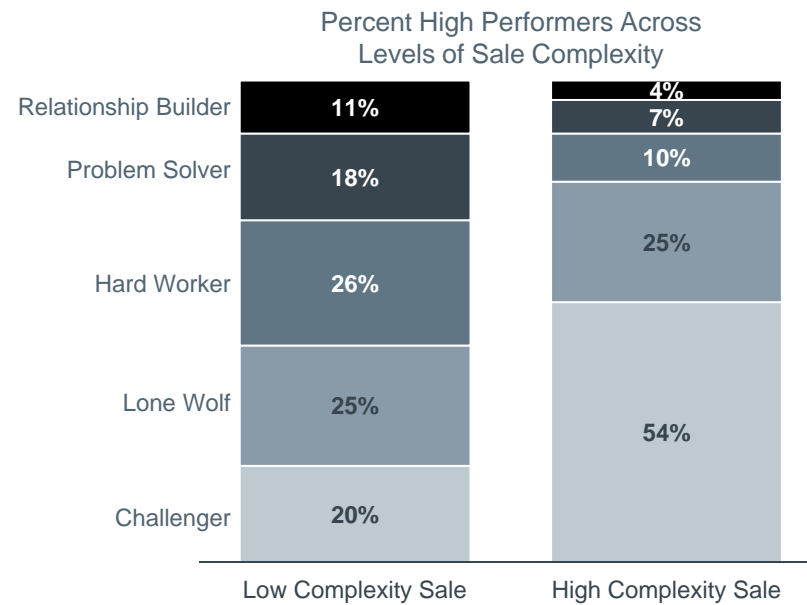
- Openly pursue goals in a direct but nonaggressive way to overcome increased risk aversion

Complexity Favors the Challenger

Does Size of Donation Add to Complexity?

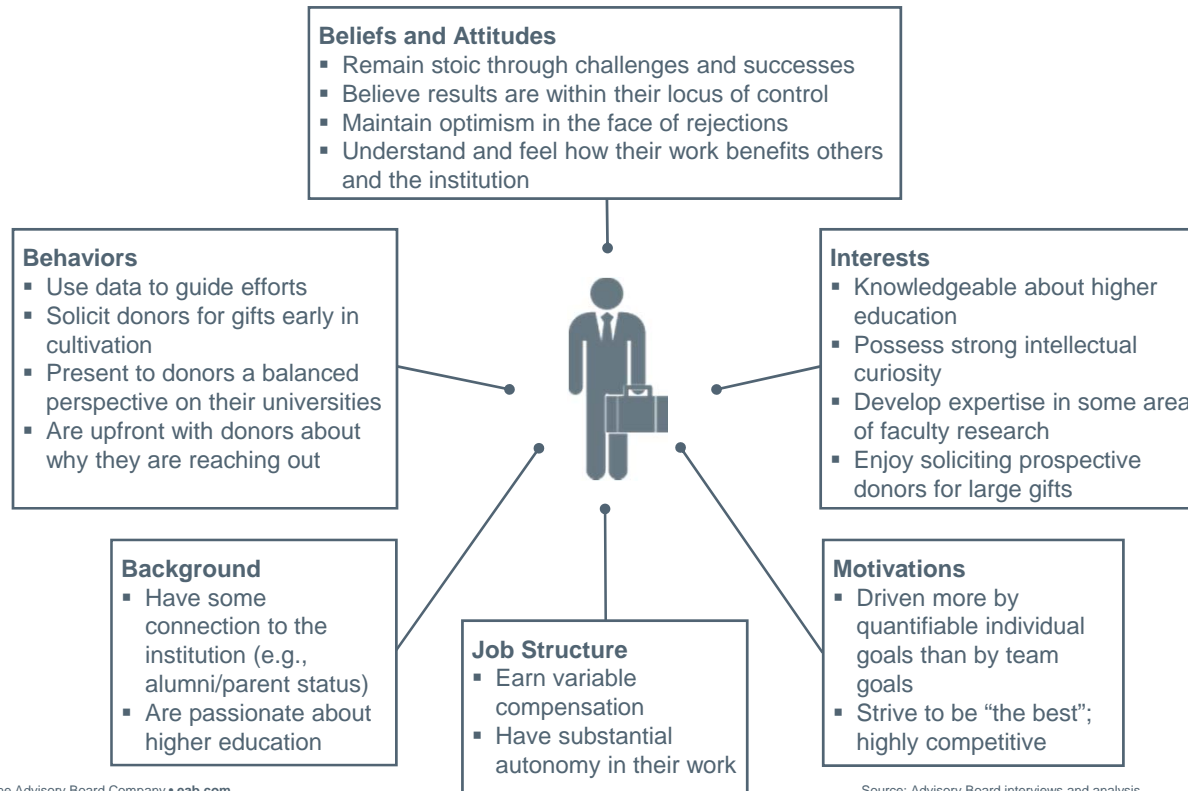
Clear Disparities Emerge When Comparing by Sale Complexity

“
Performance Gaps Arise in Complex Negotiations
“In a transactional selling environment, the performance gap between average and star performers is 59%. In...solution-selling models, [stars] outperform by almost **200%.**”
The Challenger Sale



Connecting the Dots

A Few Hypotheses About What Makes a Top MGO



Transposing the Model

What Types of Gift Officer Profiles Might Be Present in Higher Education?



The Relationship Builder

- Patiently cultivates long-term relationships
- Builds relationship prior to making ask
- Focuses more on breadth than depth of network



The Loyal Employee

- Possesses strong connection to institution, perhaps as an alumnus/a
- Cultivates long-term relationships within institution
- Exhibits strong passion for higher education



The Expert

- Develops and maintains expertise on particular areas of research or discipline
- Focuses on a specific unit, school, or subject area
- Exhibits strong passion for specific subject matter



The Hard Worker

- Goes above and beyond to respond to donor inquiries
- Persists through trials and tribulations
- Executes most visits per year among staff



The Scientist

- Uses data and analytics to manage portfolio
- Conducts or uses considerable donor research
- Focuses on performance goals

Gifted & Talented MGO Research

Study Timeline

13



Phase 1: Interview Chief Advancement Officers (October 2013-January 2014)



Phase 2: Distribute MGO and Manager Surveys (January-March 2014)



Phase 3: Determine Best Practices in Hiring (March-May 2014)



Phase 4: Perform Analysis of Survey Results (April-July 2014)



Phase 5: Finalize Reports (August-September 2014)

Participating Universities

Organized by Institution Type

14

Research Universities – Private

American University
Boston College
Brown University
California Institute of Technology
Carnegie Mellon University
Case Western Reserve University
DePaul University
Emory University
Florida Institute of Technology
Johns Hopkins University
Lehigh University
Massachusetts Institute of Technology
Miami University of Ohio
Northeastern University
Rice University
Syracuse University
The George Washington University
Tufts University
University of Notre Dame
University of Rochester
University of Southern California
University of the Pacific
Wake Forest University

Research Universities – Public

Auburn University
Clemson University
College of William and Mary
Colorado State University
George Mason University
North Carolina State University at Raleigh
Oregon State University
Portland State University
Rutgers University
Stony Brook University
University at Buffalo
University of Alabama at Birmingham
University of California, Berkeley
University of California, Irvine
University of California, Los Angeles
University of California, Riverside
University of California, San Diego
University of Central Florida
University of Cincinnati
University of Delaware
University of Idaho
University of Kentucky
University of Maryland, Baltimore
University of Michigan
University of North Carolina at Chapel Hill
University of North Carolina at Charlotte
University of Oregon
University of Pittsburgh
University of Utah

Participating Universities

Organized by Institution Type

15

Master's Colleges and Universities – Public

San José State University
Southern Illinois University-Edwardsville
Tennessee Technological University

Master's Colleges and Universities – Private

Bellarmino University
Emerson College
La Salle University
Point Loma Nazarene University

Baccalaureate Colleges

Berea College
Bucknell University
Vassar College
Whittier College

Canadian Universities

McGill University
Memorial University of Newfoundland
Ryerson University
University of Alberta
University of Calgary
University of Waterloo

UK Universities

University of Nottingham