



Education
Advisory
Board

Advancement Forum

Gifted and Talented

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



eab.com

Advancement Forum

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With the End in Mind

Why Develop a Gift Officer Competency Model?

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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

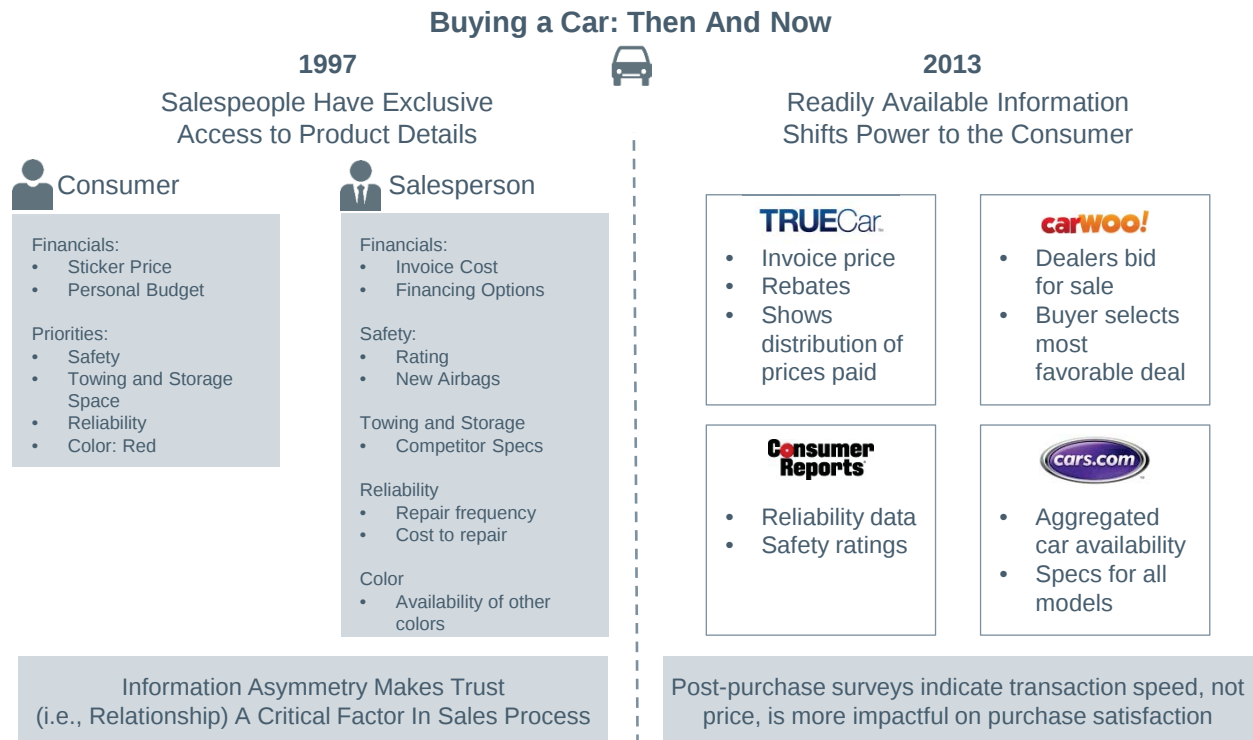
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Notes:

Balancing Information Asymmetry

The Transaction Has Changed, But Have the Salespeople?

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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].”

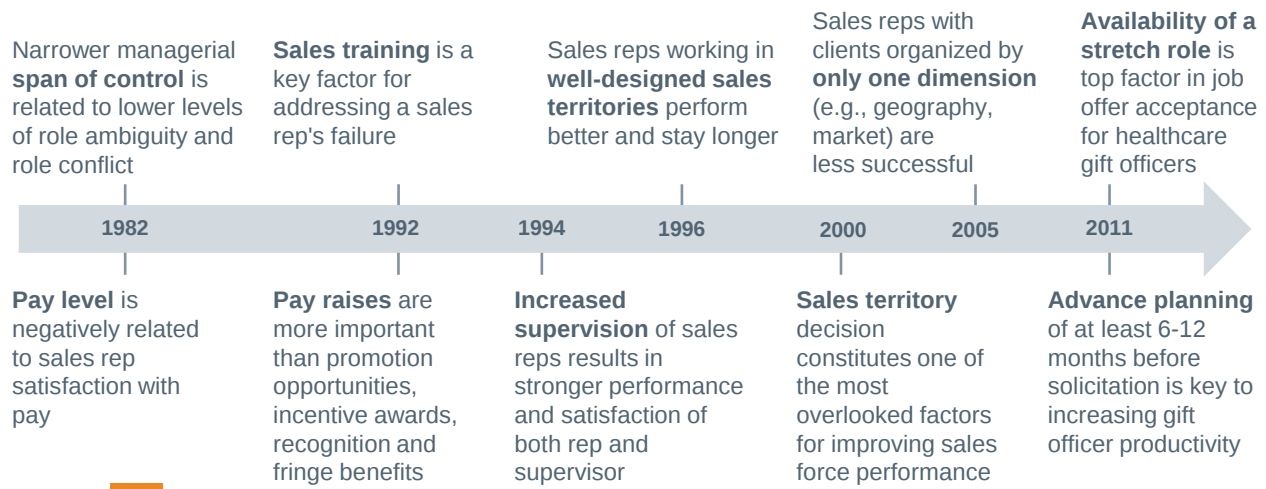
*Tammy Darwish
Owner, DARCARS*

More “How” Than “Who”

Considerable Findings on Structure, Few on Competencies

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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.

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Notes:

More Than One Road to Success

Global Survey Finds Five Archetypes Dominate Sales Force

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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

Partial List of Variables Tested

Attitudes	Skills and Behaviors	Activities	Knowledge
▪ Desire to seek issue resolution ▪ Willingness to risk disapproval ▪ Accessibility ▪ Goal motivation ▪ Extent of outcome focus ▪ Attachment to the company ▪ Curiosity ▪ Discretionary effort	▪ Business acumen ▪ Customer-needs assessment ▪ Communication ▪ Use of internal resources ▪ Negotiation ▪ Relationship management ▪ Solution selling ▪ Teamwork	▪ Sales process adherence ▪ Evaluation of opportunities ▪ Preparation ▪ Lead generation ▪ Administration	▪ Industry knowledge ▪ Product knowledge

More Than One of a Kind

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

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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

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Notes:

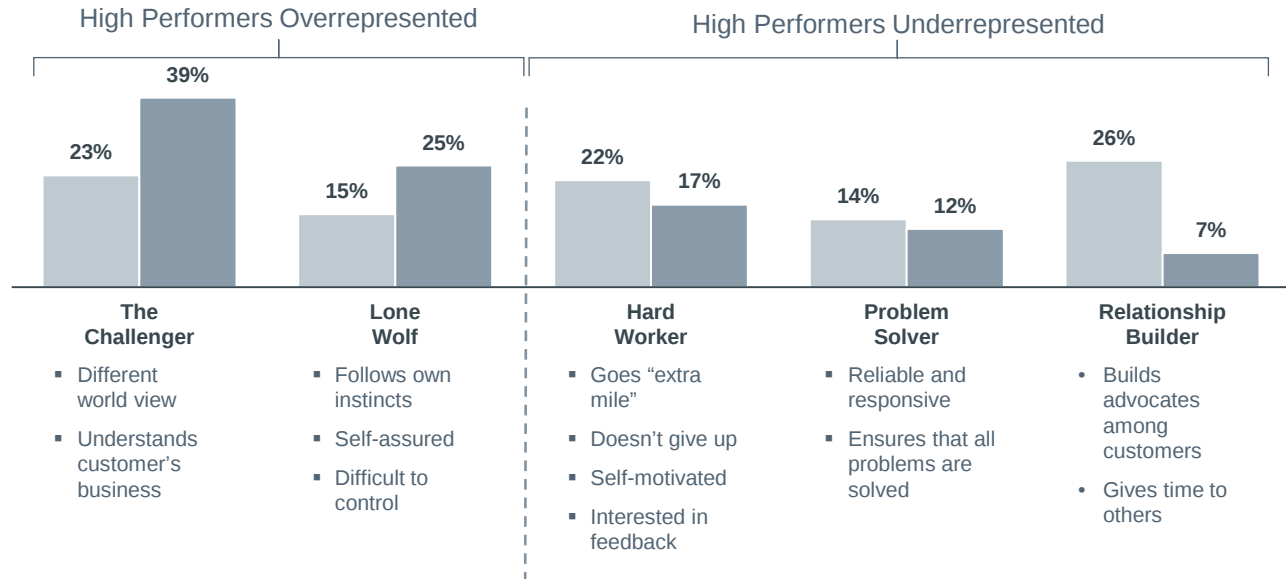
One of These Things is Not Like the Others

Cluster Analysis Reveals Lack of Uniformity Among Top Sales Reps

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Sales Profile Representation Among Core Performers and High Performers

Core Performers
High Performers



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Notes:

Setting Themselves Apart

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

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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

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Notes:

Complexity Favors the Challenger

Does Size of Donation Add to Complexity?

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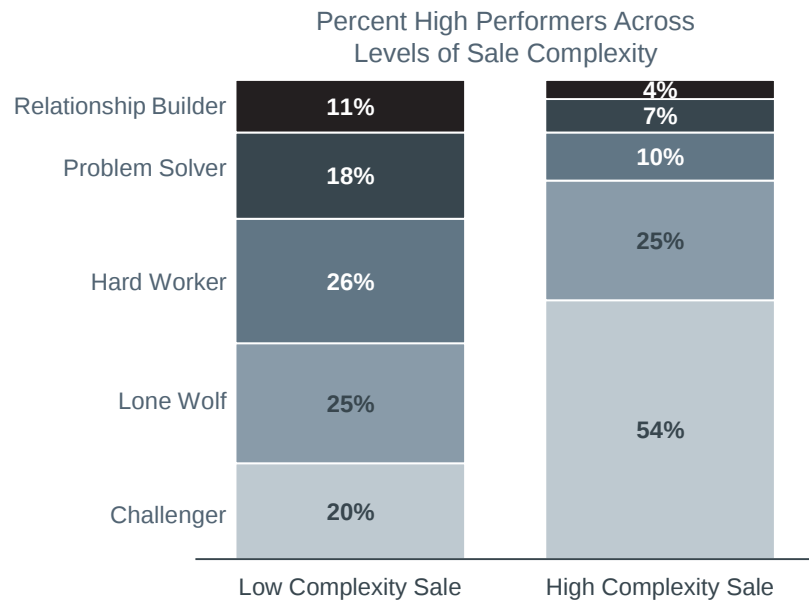
Clear Disparities Emerge When Comparing by Sale Complexity



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



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Notes:

Who Is the Best In Your Organization?

What Defines Your Top Performers

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How do they behave?

What do they do differently?



What are they better at than everyone else?

On what subjects are they an expert?

Challenger Self-Diagnostic

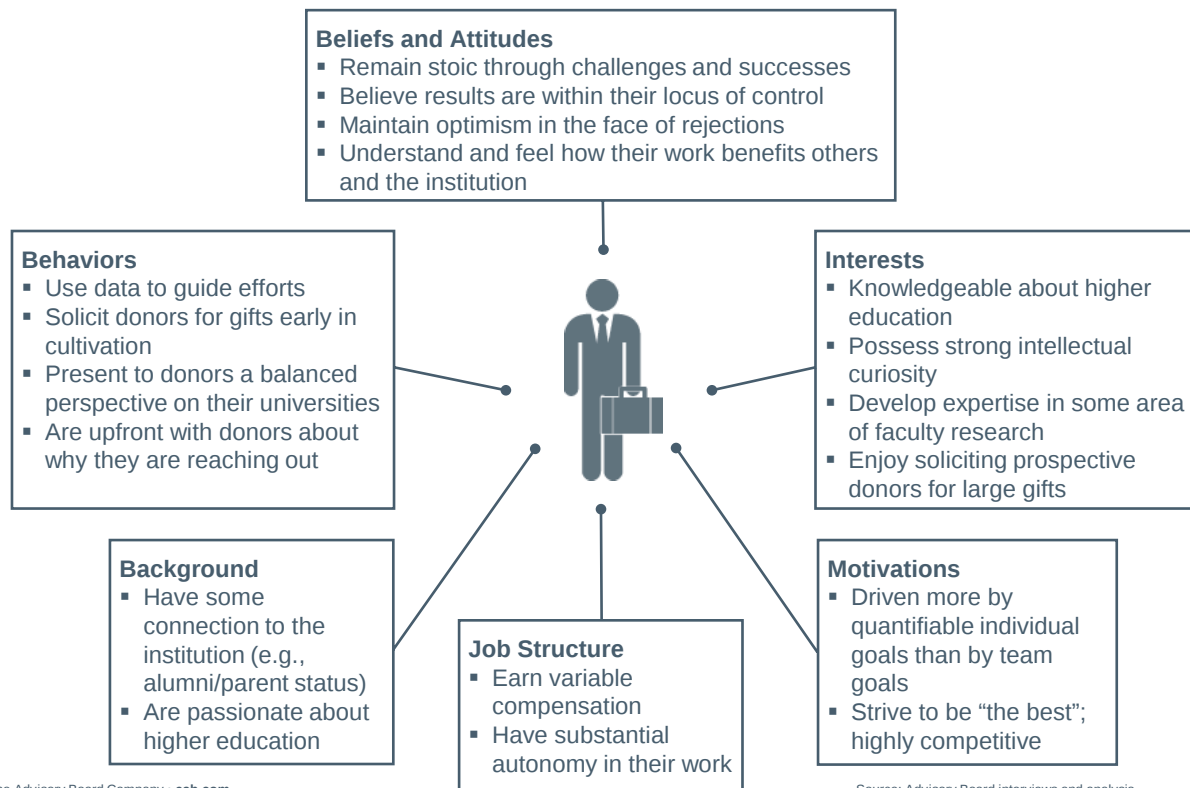
Evaluate Each Statement (1-5) 1=Strongly Disagree; 5=Strongly Agree

- ☐ 1. I often form enduring and useful relationships with customers.
- ☐ 2. I can effectively offer my customers a unique perspective, teaching them new, unique insights that lead to my company's products and services.
- ☐ 3. I am a true expert in the products and services I sell, comfortably exceeding the knowledge that any expert purchaser might have.
- ☐ 4. I often risk disapproval in order to express beliefs about what is right for the customer.
- ☐ 5. When negotiating with customers, I understand what drives value with different customers, adapting my message accordingly.
- ☐ 6. I can identify the key drivers of a customer's business and use that information to customize my approach.
- ☐ 7. When it comes to fulfilling customer requests, I usually resolve everything myself.
- ☐ 8. In more difficult sales situations, I feel comfortable influencing the customer to make a decision.
- ☐ 9. I can effectively discuss pricing and reimbursement concerns with my customers, on their own terms.
- ☐ 10. I am likely to spend more time on preparation in advance of any sales calls or meetings than everybody else.

Connecting the Dots

A Few Hypotheses About What Makes a Top MGO

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Source: Advisory Board interviews and analysis.

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Notes:

Transposing the Model

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

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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

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Notes:

In Practice

Feedback to Inform Model Development

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Consider...

Logistics

What is the right length to ensure that respondents complete the survey?

Feasibility

What information will be difficult to get and should be avoided?

Performance

How do we define a top MGO in relative or absolute terms?

The Whole Picture

Should other organizational factors also be considered?

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Notes: