

‘From passion to persistence, Ross and Segal expertly lead you through the five essential ask stages. A must-read if you’re looking for top-notch tips, exceptional tools and real-life success stories that will grow and transform your fundraising program to better serve your crucial mission.’

*Martha H. Schumacher, CFRE, ACFRE,
MInstF, President, Hazen and HILT*

‘Bernard and Clare present us with a simple and perfect guide to do a successful solicitation in our major campaigns. This is a book that every fundraiser will learn from and enjoy.’

*Isabella Navarro, Vice President for Whole Person
Education, UDEM University, Monterrey, Mexico*

‘Wow – a FANTASTIC collection of 20 power tools to transform a fundraiser’s ability to ask major donors for major funds. I’m already applying them to my work with clients, and sharing them with my students.’

*Liz Ngonzi, Executive Director, The International Social Impact
Institute; Adjunct Assistant Professor, New York City University*

‘At a time of huge uncertainty and ambiguity and when charitable income has rarely been under more pressure, along comes this essential read, packed with thoughtful insights and practical tips that will enhance any fundraiser’s ability to make a compelling and impactful ask for a major gift.’

*Paul Amadi OBE, Chief Supporter Officer,
British Red Cross*

‘Once again, Bernard and Clare have put together an essential book for those working with high net worth individuals,

based on their vast research and experience. The inspiring examples and the practical tools to make a successful ask will guide you to brilliant results in any culture or country, regardless of how big your organisation is or whether your cause is “difficult”.

*Norma Galafassi, Director, in2action.net, South America;
past Chair, Argentinian Association of Fundraisers*

‘To get money to achieve your mission, you need to ask people for donations. Ross and Segal’s super new book, *Making the Ask*, combines years of proven experience with decision science to give you practical and applicable tools to make the ask. It engagingly breaks down how to prepare your propositions passionately and persuasively for success. Read it. Practise the tools, and you will make the ask better and raise more money.’

*Marina Jones, Head of Membership and
Fundraising Appeals, Royal Opera House*

‘Whether you are a novice to the major gift universe or an accomplished and experienced fundraiser, Clare Segal and Bernard Ross’ compelling 5Ps framework with 20 practical tools will change the way you perceive your donors and ultimately make your relationship-building approach more effective... and successful. There is great learning in this book for everyone! And I will definitely make it a mandatory reading for my Major Gift Officers.’

*Thomas Kurmann, Vice President of
Resource Development, Oxfam USA*

‘Fundraising is about asking. *Making the Ask* by Bernard Ross and Clare Segal is such a powerful book not only for

major donor fundraisers but all fundraisers. In over 40 years of fundraising experience, I have read many fundraising books and only a few have made me feel better skilled at doing fundraising at the end of reading them. *Making the Ask* is such a book. I love the 5Ps, which are both easy to remember and very practical. I highly recommend this book, especially if you want to be a better fundraiser.'

*Leo Orland, FFIA CFRE, Past Chair,
Fundraising Institute of Australia*

'*Making the Ask* is a brilliant guide and a must-read for all major gift fundraisers, especially in Asia where HNWI philanthropy is experiencing rapid growth. This is an amazing work.'

Masataka Uo, CEO, Japan Fundraising Association

'A powerful, practical and enlightening book that is packed with fundraising nuggets! It will leave you fired up and raring to go. Definitely the best fundraising book I have read in years.'

*Naholi Mike Muchilwa, Author and Founder of
the Kenya Association of Fundraising Professionals*

'Unfortunately the non-profits in emerging markets are still not practising strategic major gift fundraising. Often, this is because of a gap in knowledge and skills to prospect, approach and ask. This book can help fill that gap and motivate small, mid-size and even large charities to derive the most value for their extremely precious causes.'

*Anup Tiwari, Board Member,
South Asian Fundraising Group; International
Representative, SOS Children's Villages International*

‘The techniques presented by Ross and Segal in *Making the Ask* offer an exciting deep dive into the science of fundraising, providing insight into the mindset of every type of donor – including the vital HNWI supporters.’

*Houssam Chahin, Chief of Private Sector
Partnerships for UNHCR, MENA*

‘This is a must-read orientation on behavioural science and how it can radically improve your fundraising performance. If you want to transform your major gift fundraising and create deep and lasting relationships with your donors, *Making the Ask* is an essential read.’

Anne-Marie Gray, CEO, USA for UNHCR

‘Bernard and Clare just ‘get’ fundraising. Their advice is based on research, evidence and practice, and explained in an accessible format. Every fundraiser, regardless of sector and experience, should read this book and keep it in their fundraising toolbox.’

*Susan Fisher, former Director of Development at the
Science Museum London, now Director of
Development at English Heritage*

We are grateful for these generous
endorsements, which are all in a personal
capacity.

Making the Ask

THE ARTFUL SCIENCE
OF HIGH-VALUE
FUNDRAISING



Bernard Ross & Clare Segal

Contents

<i>Preface</i>	<i>xi</i>
Making the ask: 20 power tools.....	xvii
Chapter 1: Passion	1
Tool 1: Create a powerful emotional anchor	6
Tool 2: Establish your personal brand.....	14
Tool 3: Create a philanthropic PIN code.....	20
Tool 4: DOSE the prospect – become a donor drug dealer!	33
Chapter 2: Proposal	41
Tool 5: Build an =mc story arc.....	46
Tool 6: Hold out for a hero.....	56
Tool 7: Price your philanthropic propositions.....	62
Tool 8: Check for (sticky) SUCCESS.....	74
Chapter 3: Preparation	93
Tool 9: Develop a well-formed outcome	96
Tool 10: Set out your LIM-its.....	108
Tool 11: Flexibly reframe.....	114
Tool 12: Link think, feel, do	131
Chapter 4: Persuasion	139
Tool 13: Try philanthropic pre-suasion – prime for success	141
Tool 14: Pay absolute attention with the silent listen	149
Tool 15: Build rapid rapport	158
Tool 16: Match language style – switch sensory systems.....	172

Chapter 5: Persistence	187
Tool 17: Pivot perceptual positions – choose another angle.....	189
Tool 18: Anticipate killer questions	204
Tool 19: Call your mental mentors – ask for help	208
Tool 20: Manage the nine fundraising ‘no’s’	213
Final summary... and bonus tool	
21: Ask three questions	221
Books and online resources	225
<i>Acknowledgements</i>	235

Preface

Over 10 years ago, we wrote a book called *The Influential Fundraiser*. It introduced a new model for influence that we'd developed to help fundraisers and others working for social good to increase their effectiveness. For the first time, it used the sciences of neurology and psychology to transform the way fundraisers approach their work. In the process it became a bestseller, and since then the model has been used successfully by fundraisers not only in the established markets of Europe and the United States, but also in Ethiopia, Brazil, Mexico, Australia, Thailand, India, China and many other countries and cultures. It has been used successfully across a range of philanthropic fields – arts and culture, higher education, environmental causes, healthcare, social justice, social enterprise and international development.

This new book does something different. It focuses on the business of approaching high net worth individuals (HNWI), either one-to-one or in small group settings. It builds on a decade of experimentation, practical use and feedback. And it focuses more directly on one of the scariest aspects of fundraising – actually *making the ask*. We've organised it round 20 powerful tools to improve your ability to ask for funds and be successful – whether it's online or in person, and for £10,000 or £10 million. It also builds on the science we knew then and brings in developments and insights from disciplines such as behavioural economics, neuroscience and evolutionary psychology.

We've taken the opportunity while working on this book to test some new approaches with our brave customers. We're delighted to have helped and been helped by the following organisations:

- *Diane Fossey Gorilla Fund (DFGF)*. The fund wanted to build a specialist conservation and education centre to protect the last 750 mountain gorillas in Rwanda. We coached the president of DFGF to make successful US\$1 million+ solicitations to several wealthy philanthropists, including billionaires Ted Turner and Larry Ellison.
- *KidsOR*. This is a charity building a paediatric surgical unit and aiming to train surgeons, nurses and anaesthetists in every African nation by 2030. It needs US\$100 million over the next five years from major donors in Africa and further afield – we developed the strategy and used our learning to shape their powerful case for support.
- *UNHCR*. We worked with a specialist team based in Dubai, which has to raise more than US\$300 million every year across the Middle East to meet the growing needs of refugees. We combined our *Making the Ask* techniques with Islamic philanthropic principles to create a convincing framework.
- *British Heart Foundation*. We trained the chair and volunteer board of this major UK health charity to improve their ability and confidence to ask wealthy peers for their financial support. They gained confidence by using many of the tools discussed here.

- *Stonewall*. This UK-based campaigning equality agency offered to train 20 leading Southern African LGBTQI+ activists to make fundraising asks for a cause that is often dangerous or difficult to even mention in some repressive nations. The tools we offered enabled them to frame their ideas effectively, challenging prejudices.
- *University of Glasgow*. The university launched its first £1 billion campaign and wanted to make sure the whole development team were both on board and had the new skills and confidence they needed. We were delighted to teach those skills and build their discipline and shared approach.

We would like to thank these agencies and the many hundreds of others who took part in our extensive field trials of the approaches we've outlined here.

The insights on how to be successful described in *Making the Ask* are based primarily on a distillation of our practical experience as management consultants, coaches and fundraisers working in the not-for-profit world through our company, mc consulting. We're also happy to acknowledge that we've built on the work of others. If you are familiar with behavioural science, social psychology and personal development, you'll recognise that we've drawn knowledge and learning from:

- *Psychology*. We've selected strategies from a range of approaches, from cognitive behaviour therapy (CBT) to neuro-linguistic programming (NLP). These disciplines offer profound insights into the way people make choices.

- *Social anthropology.* We've drawn on the body language work of Albert Mehrabian and Alan Pease, both of whom have informed our thinking on building rapport.
- *Therapy.* We've been hugely influenced by the late Milton Erickson, especially his skills and insights on empathetic matching and pacing.
- *Academic research.* In particular, we have used Cialdini's research on influence and Dan Ariely's work on human irrationality.

If you want to dive even deeper into any of these topics see the Resources list at the end of the book and the website we've created at mc.consulting/makingtheask.

We must give a special shout-out to Daniel Kahneman, whose book *Thinking Fast and Slow*¹ first introduced us to behavioural science. He gave us the courage to put aside much of the formal rational business-case thinking that influenced a great deal of our early work on influence and decisions – and that continues to affect much fundraising thinking.

Kahneman's model of System 1 and System 2 decision-making subtly informs much of this book and the 20 tools we introduce. From his work, we now know everyone's brain is fundamentally lazy, and will look for the simplest, fastest, easiest answer to any question or choice. To put it more politely, the unwritten law of least effort means we are predisposed to take mental shortcuts. We all use these

¹ Daniel Kahneman, *Thinking Fast and Slow* (2011).

shortcuts – technically called heuristics – to help us save mental energy² and get to an answer. The key learning for fundraisers is that donors or prospects – would-be donors – want us to ask them for support in the simplest, easiest way possible.

The 20 tools featured in this book are based on practical, real-world approaches that have been tested in tough fundraising situations. Some, like a screwdriver, you can use straight out of the toolbox; others need a lot of practice. Used well and appropriately, they can help you share complex ideas simply, connect quickly to nervous or anxious donors, and build deeper relationships with existing supporters.

As always, we're keen to keep learning. We'd love to hear what works for you and how we can improve our approach. If you have ideas or feedback, or want to contact us to enquire about training or coaching, let us know at bernardross@mc.consulting or claresegal@mc.consulting.

Enjoy the book. And more, enjoy the success we hope it will bring to your important work.

² The reason behind this laziness is that while it constitutes just 2% of total body weight, the brain uses 20% of total energy consumption measured in blood circulation. There is a good physiological reason why our ancestors learned this 'minimum effort' approach.

Making the ask: 20 power tools

We thought you might find a quick overview of the book's key ideas useful. Strap in!

Our approach assumes there are five key stages to making a successful ask – sometimes technically called a solicitation – for a major gift. These are:

1. *Passion*: getting yourself and the prospect into the best possible mental and emotional state to take the risk involved in making a big ask to an exceptionally wealthy individual.
2. *Proposal*: organising your thoughts and organisational need into an attractive package that will appeal to the prospect.¹
3. *Preparation*: thinking through the implications of different options about how to present your ideas to the prospect.
4. *Persuasion*: the business of actually making the ask in a room, at a cultivation event, over the phone or on Zoom, or even in an email.

¹ 'Prospect' is the word we'll use throughout the book to mean an individual who you've identified as potentially able and willing to make a significant gift to your cause.

5. *Persistence*: a way to review how your ask went, learn from it and, where appropriate, try to re-engage the prospect.

We think about these five stages as an element in the bigger and longer supporter journey – from ‘acquisition’ of the prospect to ‘stewardship’ after you’ve received a gift. That process is part of a bigger book. We’ve focused here on making a first ask to a prospect. Once successful, your relationship – based, we hope, on mutual trust, respect and understanding – should be your primary way of engaging with any prospect.

You’ll notice that within each stage there are four tools. Altogether, this gives you a toolkit of 20 powerful tried and tested, guaranteed-to-work approaches to solve any problem you might face in your ask. All the tools draw on the emerging sciences of behavioural economics, neuroscience and evolutionary psychology. Some will be familiar to professional fundraisers. A number will be brand new and may challenge what is viewed as conventional ‘best practice’. A few may even appear counter-intuitive. However, do bear in mind that they have been *proven* to work in a range of settings, for a range of single gifts up to £50 million and in a range of cultures and countries.

The approach we outline in the following chapters concentrates on asking in person, but you’ll find that many also work across a range of communication channels – formal written proposals, email, phone and of course video calls through Zoom, Skype, etc.



Top tip: The 100% successful ask

We've written the very best book we can, with the very best ideas and tools. But the fundamental secret to the 100% successful ask remains the same. It's all about the three 'bests':

- The *best approach* to fundraising from a high value individual – or any prospect – is always face to face. This means you see all the feedback and impact in real time and can respond to it.
- The *best person* to make a high value ask is an *existing donor* – someone who's shown commitment already – to a *peer who is a prospect and with whom they have a relationship and a shared set of values*.
- The *best gift level* is from an existing donor asking for a gift from that peer at roughly the same level at which they gave. Bill Gates asking you for £10,000 feels a bit off; similarly, a £10,000 donor asking Bill for £10,000 would be strange. Bill Gates to Elon Musk works.

It helps massively if the person making the ask – the solicitor – is also giving at the level they are asking the prospect to contribute, whether it's millionaire to millionaire or modest monthly giver to modest monthly giver. We have assumed that you, dear reader, are not the ideal of the high net worth donor

with a close-to-hand peer, but rather the under-paid and probably under-valued fundraiser working to change the world through major gifts. This book is for you. We can still help you to make the ask to high-value prospects – individuals, business leaders, foundation directors. And the 20 powerful tools will help you achieve a successful solicitation – every time.

No matter where you fit into the donor firmament, *part* of your credibility in this situation is built on *you* being a donor to your cause. When you yourself are a donor, you gain the moral right to ask anyone else for a gift. This is one of the reasons we ask all the professional fundraisers and board members we train or carry out consulting for to become donors to their cause.

Of course, you may not be making that ask alone, but working as part of a team. As well as using the tools to upskill yourself, you can also use them to coach others – a more junior colleague keen to learn, an impressive but uncertain CEO, a nervous board member or even a passionate volunteer attending a gala where they have to solicit donations from fellow diners.

Sorting our metaphors

Although the 5Ps model we've developed – Passion, Proposal, Preparation, Persuasion and Persistence – is systematic, it's not simplistic or mechanistic. People and their interactions are by their nature messy, which means any model has to allow for that messiness. The 20 tools offer you a flexible and powerful approach that take you through five stages in sequence. You'll notice we are basing the model on two linked metaphors, described below.

It's a set of cogs...

We represent the model as a set of linked cogs (Figure 0.1). The cogs metaphor illustrates three important ideas:

- The elements are interrelated and interdependent – none is effective by itself: making the ask is a process.
- A small movement in one cog can result in a significant movement elsewhere – to succeed, you need to work on noticing these changes using your acuity.
- Cogs can go backwards as well as forwards – if you get stuck you can go back and look again at an earlier stage or try a different tool, working on your flexibility.

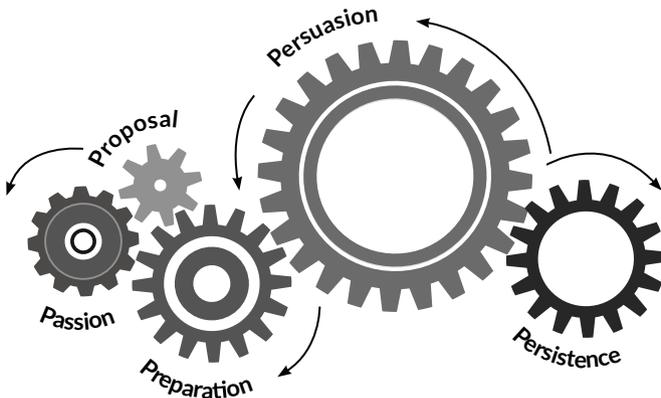


Figure 0.1: The 5Ps model

Please don't get carried away with the cogs metaphor. This is not meant to imply that if you do X you'll automatically get Y as a result.

Each chapter takes you through one of the interlocking 5Ps, outlining the purpose of each stage along with the skills

and abilities you'll need to develop. The quick-start guide below tells you where in the book you can find the answer to specific challenges, and suggests the best tools to deal with them. For example, how to decide exactly what outcome you want from a situation, how to build rapport with 'difficult' people, how to handle a 'no' and how to recover from a setback.

... And it's a toolbox

One final bit of advice on the idea of a toolbox: you don't use all the tools in your box for every job. Each is there to do a specific task, or to offer you the choice that fits best with your particular challenge. Part of the skill in successfully making the ask is to choose the right tool for the job in hand and for the prospect in question. In some circumstances, you may need to spend longer working on what we call *hygiene factors* – issues that put a prospect off – rather than *motivators* – things that turn them on. At another time, the big issue might be deciding which of the four key ways you should present your case for support. Choose your tool or tools with care.

A story about toolboxes

Many years ago, Bernard was very excited to get a toolbox for Christmas. On Boxing Day, he opened up the box and looked for 'stuff to fix'. Years of bodged DIY in the house meant there were a number of nails that needed banging in. That looked easy. There were several kinds of hammer and it took some minutes to

suss out what they were all for. (The amateur artisan, by the way, still doesn't know what the round-headed hammer is for.) But basically hammers were easy to use. And the results were good.

This was a very high-end toolbox. In it was a proper carpenter's plane for shaving wood. It too looked easy to use. And seemed ideal to fix the outside door that got stuck when it rained. But 20 minutes later it became apparent that a plane really requires skill. Otherwise, you get BIG chunks of wood coming off the door. That summer it became apparent that the amateur artisan had taken off way too much wood and there was a wide gap when the wood was dry. It turned out that the door needed to be properly painted to be waterproof and to stop the swelling. The careless carpenter had misdiagnosed the challenge and as a result used the wrong tool.

Moral: some tools are easy, and some require practice and skill. Make sure you've properly thought through your challenge and choose your tool with care.

Your Making the Ask toolbox

Below is a quick summary of the tools you have available – four in each stage. First think about the stage you're at and then choose the tool that matches the current challenge you want to tackle. Based on our experience, we've added a note on how much effort you need to put into becoming good at using them. The practice grade (Table 0.1) runs from 1 = super easy to 5 = pretty hard. Give yourself a break and begin with some of the easy ones.

Table 0.1: Practice grade

<p>1. Passion</p>	<p>1. Create a powerful emotional anchor</p> <p>Use this when you're not feeling confident about your ability and need a boost.</p> <p>Practice grade: 3</p> <p>Flick now to p. 6.</p>	<p>2. Establish your personal brand</p> <p>Use this when you need to change a prospect's perception of you and/or your organisation.</p> <p>Practice grade: 2</p> <p>Flick now to p. 14.</p>	<p>3. Create a philanthropic PIN code</p> <p>Use this when you want to share your key 'convincers' – hygiene factors and motivators – in the right sequence.</p> <p>Practice grade: 3</p> <p>Flick now to p. 20.</p>	<p>4. DOSE the prospect: become a donor drug dealer!</p> <p>Use this when you want to engage your prospect at a deep neurological level.</p> <p>Practice grade: 5</p> <p>Flick now to p. 33.</p>
<p>2. Proposal</p>	<p>5. Build an =mc story arc</p> <p>Use this when you're looking for the strongest way to shape and share your case for support.</p> <p>Practice grade: 4</p> <p>Flick now to p. 46.</p>	<p>6. Hold out for a hero</p> <p>Use this when you need one of three powerful character options to put at the centre of your case for support story arc.</p> <p>Practice grade: 4</p> <p>Flick now to p. 56.</p>	<p>7. Price your philanthropic propositions</p> <p>Use this when you want to match the prospect's potential to give with their particular passions.</p> <p>Practice grade: 2</p> <p>Flick now to p. 62.</p>	<p>8. Check for (sticky) SUCCESS</p> <p>Use this when you need to ensure your messages are impactful and memorable.</p> <p>Practice grade: 2</p> <p>Flick now to p. 74.</p>
<p>3. Preparation</p>	<p>9. Develop a well-formed outcome</p> <p>Use this when you want to establish in your mind the clear goal you wish to achieve</p>	<p>10. Set out your LIM-its</p> <p>Use this when there are a range of concrete outcomes available – some you'd</p>	<p>11. Flexibly reframe</p> <p>Use this when you may need to radically change the way your idea is received or perceived by</p>	<p>12. Link think, feel, do</p> <p>Use this when you want to directly connect what the prospect knows, how they feel and</p>

	<p>at the end.</p> <p>Practice grade: 4</p> <p>Flick now to p. 96.</p>	<p>Like to, some you intend to and some you must achieve.</p> <p>Practice grade: 2</p> <p>Flick now to p. 108.</p>	<p>your prospect.</p> <p>Practice grade: 3</p> <p>Flick now to p. 114.</p>	<p>the action you want them to take.</p> <p>Practice grade: 3</p> <p>Flick now to p. 131.</p>
4. Persuasion	<p>13. Try philanthropic pre-suasion – prime for success</p> <p>Use this when you think you can create a context that will make your approach more attractive before you even start to Ask.</p> <p>Practice grade: 3</p> <p>Flick now to p. 141.</p>	<p>14. Pay absolute attention with the silent listen</p> <p>Use this when you need to be super focused on what the prospect has to say – and stop thinking about what you want to say.</p> <p>Practice grade: 3</p> <p>Flick now to p. 149.</p>	<p>15. Build rapid rapport</p> <p>Use this when you have to engage with a prospect who is very different from you – and you need to look for social and psychological similarity.</p> <p>Practice grade: 4</p> <p>Flick now to p. 158.</p>	<p>16. Match language style – switch sensory systems</p> <p>Use this when you discover the prospect has a different way of talking and thinking about the world.</p> <p>Practice grade: 5</p> <p>Flick now to p. 172.</p>
5. Persistence	<p>17. Pivot perceptual positions – choose another angle</p> <p>Use this when you need to gain a different perspective on how your ask is going or want to review how it went.</p>	<p>18. Anticipate killer questions</p> <p>Use this when you know your organisation has some weaknesses or challenges and you need to prepare your response.</p>	<p>19. Call your mental mentors – ask for help</p> <p>Use this when you are really stuck on next moves and need some super expert advice to help you succeed.</p>	<p>20. Manage the nine fundraising ‘no’s</p> <p>Use this when you hear a ‘no’ to your proposition but want to establish whether there is an alternative possible approach.</p>

	Practice grade: 2 Flick now to p. 189.	Practice grade: 1 Flick now to p. 204.	Practice grade: 3 Flick now to p. 208.	Practice grade: 1 Flick now to p. 213.
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Figure 0.2: Making the ask toolbox

A final word on the ethics of making the ask

We need to talk about ethics before you dive into the toolbox.²

The tools and insights from psychology, neuroscience and behavioural science we lay out in these chapters are powerful – put simply, they work. That power means it's important to devote some space to discussing the ethics involved in using them. The question we have always asked ourselves when sharing them with our clients is: just because we *can* learn how to 'nudge' prospects to give more, *should* we use this knowledge?

First, let's put the question into context. Anyone engaged in fundraising should be aware of and adhere to relevant professional standards. Here in the UK, where we are based, we legally need to ensure that our work meets the Fundraising Regulator's *Code of Fundraising Practice*. Any members of the Chartered Institute of Fundraising or the US Association of Fundraising Professionals also commit to upholding certain professional and ethical standards. Those standards commit you to not using undue pressure with a prospect and to being open, honest and transparent. Anyone reading this book should read and be committed to these or a similar set of standards. The question then becomes whether the tools and nudges themselves violate these standards.

² We are indebted in this section to the work of the thoughtful Meredith Niles, Executive Director of Fundraising and Engagement at Curie Cancer Care in the UK, from whom we have quoted extensively. We have worked with her on several projects – including another book, *Change for Better* (2021), which looks at the broader implications of behavioural science for fundraising.

We'd argue that there is nothing inherently unethical in the use of the 20 tools we share here, *provided* they don't undermine the autonomy or the welfare of the prospect. Note the two key words there – *autonomy* and *welfare*. We borrow these from the work of Cass Sunstein, in his wonderful book *The Ethics of Influence*.³ Although Sunstein was writing specifically about the ethics of government applying nudges to influence its citizenry, much of his framework can be applied to fundraising and to *Making the Ask*.

Autonomy

Autonomy is violated if we take away the prospect's ability to make a free choice. Our first question is: do any of the tools or underpinning insights in this book undermine a prospect's free choice? We don't see how they do. Yes, you have an obligation to tell the truth, but that doesn't mean you can't present your truth in the most compelling and attractive way. If you know that prospects are more likely to respond when you show them that other people have made a similar decision, why not offer this information? Provided everything you say is true, you haven't undermined their ability to make a free choice.

Welfare

Does using any of these tool insights undermine a prospect's welfare? There are safeguards in place within the framework of existing legal and professional standards to ensure that a prospect's giving doesn't harm them. These

³ Cass Sunstein, *The Ethics of Influence* (2016).

include protections for vulnerable people who cannot exercise free choice. The codes described above require fundraisers to consider whether taking a donation would leave a prospect in financial hardship. It's also worth saying here that embedded in the question about damaging prospect welfare is the assumption that a gift to charity must necessarily correspond with a decrease in prospect welfare. This is a flawed interpretation of how prospects and donors relate to charities. We aren't playing a zero-sum game with charitable income on one side and donor welfare on the other. If nothing else, there is a significant body of evidence demonstrating that, when they are affordable and freely made, gifts to charity *increase* donor wellbeing. They do this by making donors feel good about themselves, by giving them a sense of agency when confronted with complex problems, and more. The DOSE chemicals we outline in Tool 4 are actually good for you!

Provided you are operating within the relevant professional and ethical standards, it's hard to see how using our toolbox could compromise the welfare of your prospect or donor.

But 'do no evil' is not enough: fundraisers should go further. We believe fundraisers have a positive obligation to make communications as effective as possible. Your beneficiaries need you to deliver results, and your prospects should be able to trust you to make the best possible use of the money they give you. It costs the same amount of money to mail an effective fundraising letter as it does to send a poor one. If you waste an hour on a poorly structured but heartfelt conversation with a major prospect using some inefficient approaches, you haven't done an ethical job. You've just done a poor one and wasted your time and the time of

your prospect. More worryingly, you've lost an opportunity to build the refuge, to feed hungry children, to create the university access programme, to make the theatre accessible to all, to buy the gifted musician the violin their talent deserves. Prospects *expect* you to do the best job you can to secure their support. And now that you know there is a massive body of peer-reviewed, serious, scientific research, conducted at scale by very clever people – including several Nobel laureates – then tested by us across cultures and challenges that can help you make your fundraising ask more effective, isn't it professionally and morally negligent *not* to try to take advantage of it?

We're not saying ethics is simple or easy. Trust and confidence are so important to charities that it's always worthwhile pausing to take stock and reflect on whether an action is ethical as well as effective. Some of the world's best and most ethical charities are using the ideas in this book to achieve amazing results. Join the club!

Chapter 1

Passion

Nothing great in the world has ever been accomplished without passion.

Friedrich Hegel

One of the things we've learned from behavioural science is that emotion, and not reason, is the most powerful driver of human behaviour. We're going to call the level of emotion needed to fundraise successfully from HNWI *Passion*.

The starting point for introducing passion into your ask is to convince *yourself* that this work you are raising money for is genuinely important and you can be successful. *You* must have passion for your idea, cause or proposition. To be clear, we're not asking you to be a crazed zealot who believes nothing else in the world is important. But you do need to show that you care deeply. You also need to be able to generate, if not passion, then a positive and open approach in the mind of your prospect. The four tools we explore for passion are:

1. How to create the ideal state for yourself so you're inspired using an *emotional anchor*.
2. How to manage your personal brand to make a suitable impact using the ABC of *personal brand*.
3. How to create a receptive state in prospects by identifying their *hygiene factors and motivators* to discover their *philanthropic PIN code*.

2 | Making the Ask

4. How to create the key chemical connections using *DOSE*.

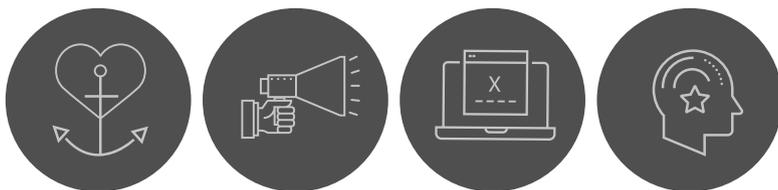


Figure 1.1: The passion power tools

How can you inspire yourself?

You have almost certainly heard of Pavlov and his famous dogs. The legendary Russian scientist won the Nobel Prize for Medicine in the early twentieth century for his studies in psychology, including his work with animals. He was especially interested in the extent to which many human and animal instincts are conditioned – that is, developed over time to be an automatic habit.

In his most famous – and cruel – experiment, he caged a number of dogs in a room and did not feed them until they were ravenous. He then brought cooked meat into the room. As you can imagine, when the dogs smelt the meat they immediately began to salivate – part of an automatic response connected to releasing digestive juices. This strong response to food smells, of course, is common in all mammals including humans. In the experiment, as the smell wafted into their cage, Pavlov or one of his assistants added something else to the sensory mix for the dogs, specifically to generate an association. They rang a school hand bell to

create a connection – a conditioned response – between the bell and the smell. (They later tried a metronome... it wasn't just bells that had the effect.)

Pavlov and his team repeated this experiment a number of times with the same dogs – on each occasion starving them, bringing in the delicious-smelling meat and ringing the bell. The team also ran the experiment over several months with different groups of dogs. After repeating the cooked meat + bell sequence around seven times with any group of dogs, Pavlov found that simply ringing the bell caused the animals to salivate. By this point, the stimulus of the bell ringing was so strongly associated in the dogs' minds with the smell of the meat that they were conditioned to automatically salivate at the sound of the bell alone. Pavlov had identified what we now know to be an emotional anchor – a stimulus that produces a specific, unconsciously created response.

This is not only a psychological effect but, as we now know, a neurological one – the dogs' brains had literally created new synaptic connections that the stimulus 'fired'. Given the right stimulus, the same neurological 'rewiring' also happens in humans. You can experience this phenomenon when a certain smell perhaps reminds you of your childhood – maybe a comfort food or your mother's perfume. A song on the radio may lift your mood or reduce you to tears as a memory is invoked. Not all anchors are good. We drink or smoke too much without thinking when we're sad. And addictions or phobias are often learned unconsciously in the same way and are tough to 'unwire'.

Note that we're going to use the word 'anchor' later in the book in a slightly different way, but for the moment the key