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# Recruiting and Motivating Fundraising Callers:

## How Making a Difference... Makes a Difference

# Section I: Selecting Callers

Pop Quiz:

- If you had to identify one factor that differentiates the most effective fundraising callers at Telefund from the rest of the bunch, what would it be?

# Possible Differentiators

- Factors that don't predict effectiveness
  - ~ Agreeableness
  - ~ Self-esteem
  - ~ Emotional stability
  - ~ Cynicism
  - ~ Open-mindedness
  - ~ Altruism
  - ~ Self-confidence

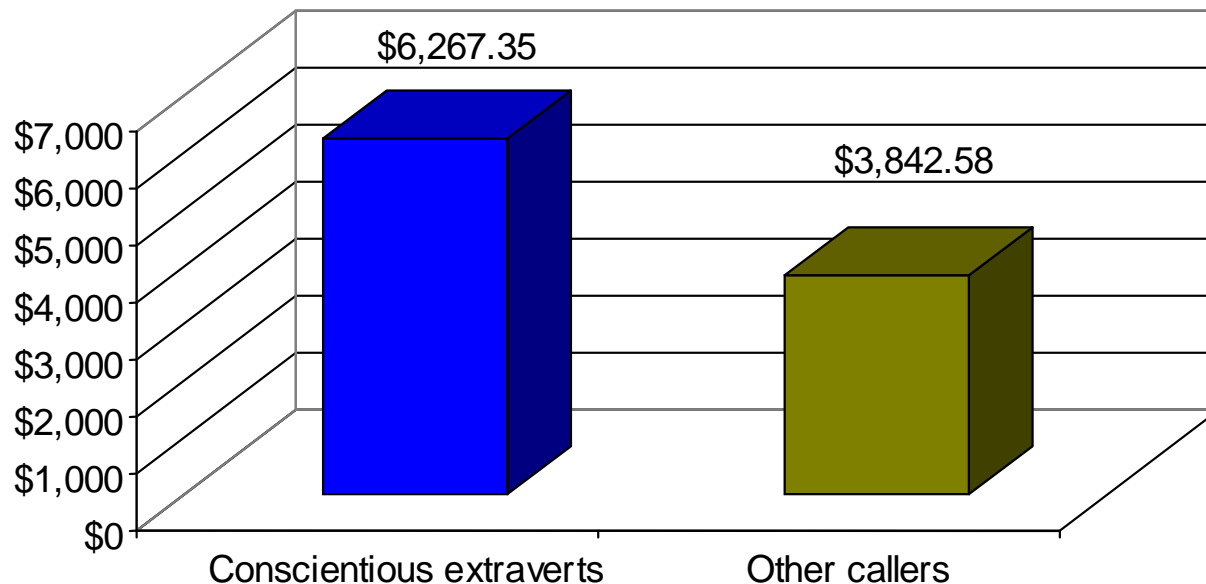
# Additional Differentiators

- Two personality traits have been shown to predict performance in similar jobs
  - ~ Extraversion
  - ~ Conscientiousness
- Measured these traits among new callers
  - ~ Do they matter?



- No...
  - ~ Neither extraversion nor conscientiousness was correlated with caller performance

- However, callers who are high on both traits displayed significantly higher performance
- In their first week on the job, raised nearly double the amount of money as other callers



- Extraversion is a double-edged sword
  - ~ Benefits: enthusiasm, energy, social skill
  - ~ Costs: easily distracted
  
- When extraverts are also conscientious
  - ~ Reap the benefits without the costs
    - Conscientious extraverts are highly focused

# Measuring Personality

Source: Gosling et al., 2003

Rate the extent to which each pair of personality traits applies to you. I see myself as...

- |                               |                                  |
|-------------------------------|----------------------------------|
| 1. Extraverted, enthusiastic. | 2. Dependable, self-disciplined. |
| 3. Reserved, quiet.           | 4. Disorganized, careless        |

Using:

1=disagree strongly, 2=disagree, 3=disagree slightly, 4=neutral, 5=agree slightly, 6=agree, 7=agree strongly

## Scoring Instructions

Extraversion:  $Q1 - Q3 = \text{score}$

High scores = more extraverted

Conscientiousness:  $Q2 - Q4 = \text{score}$

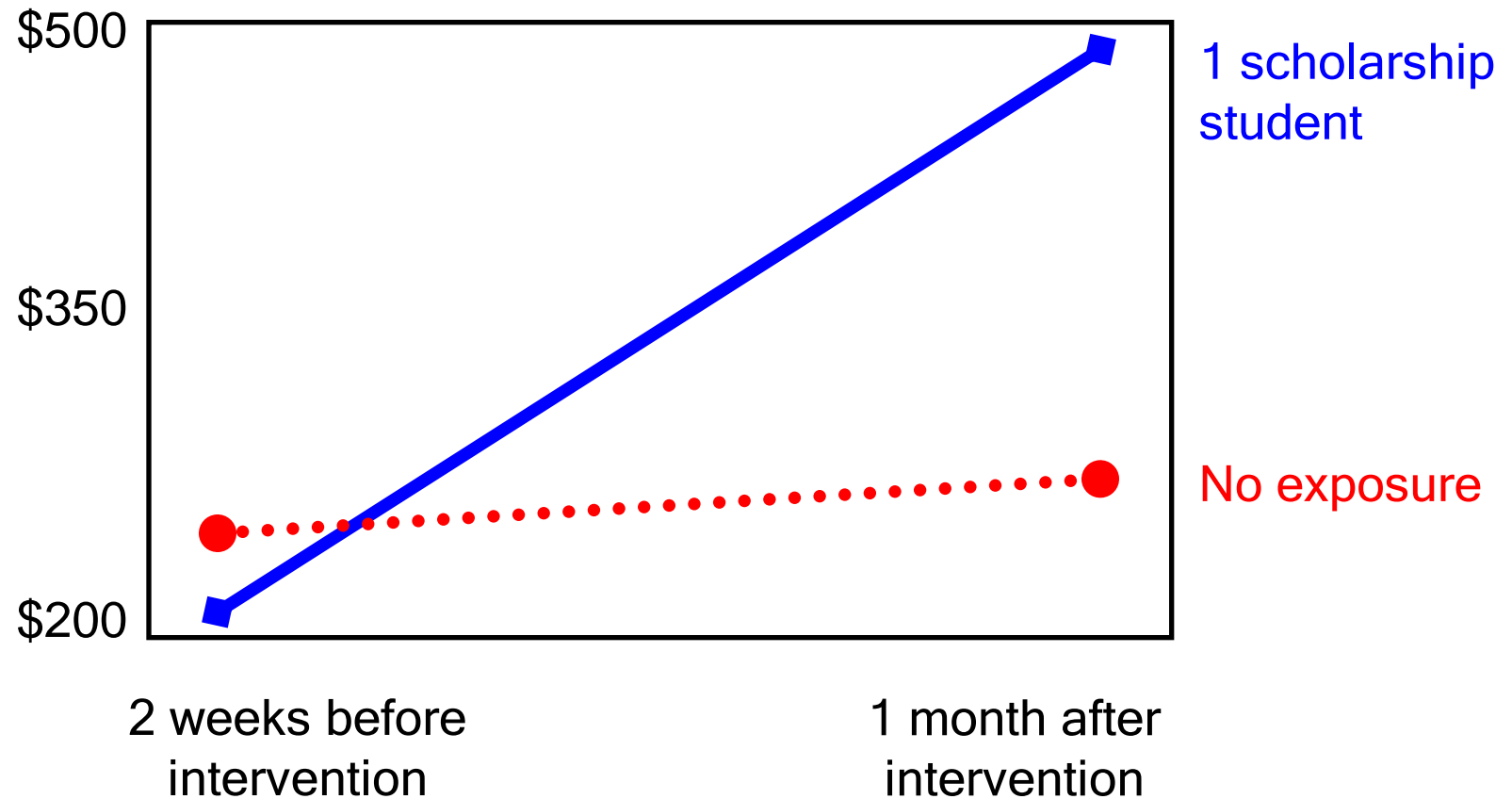
High scores = more conscientious



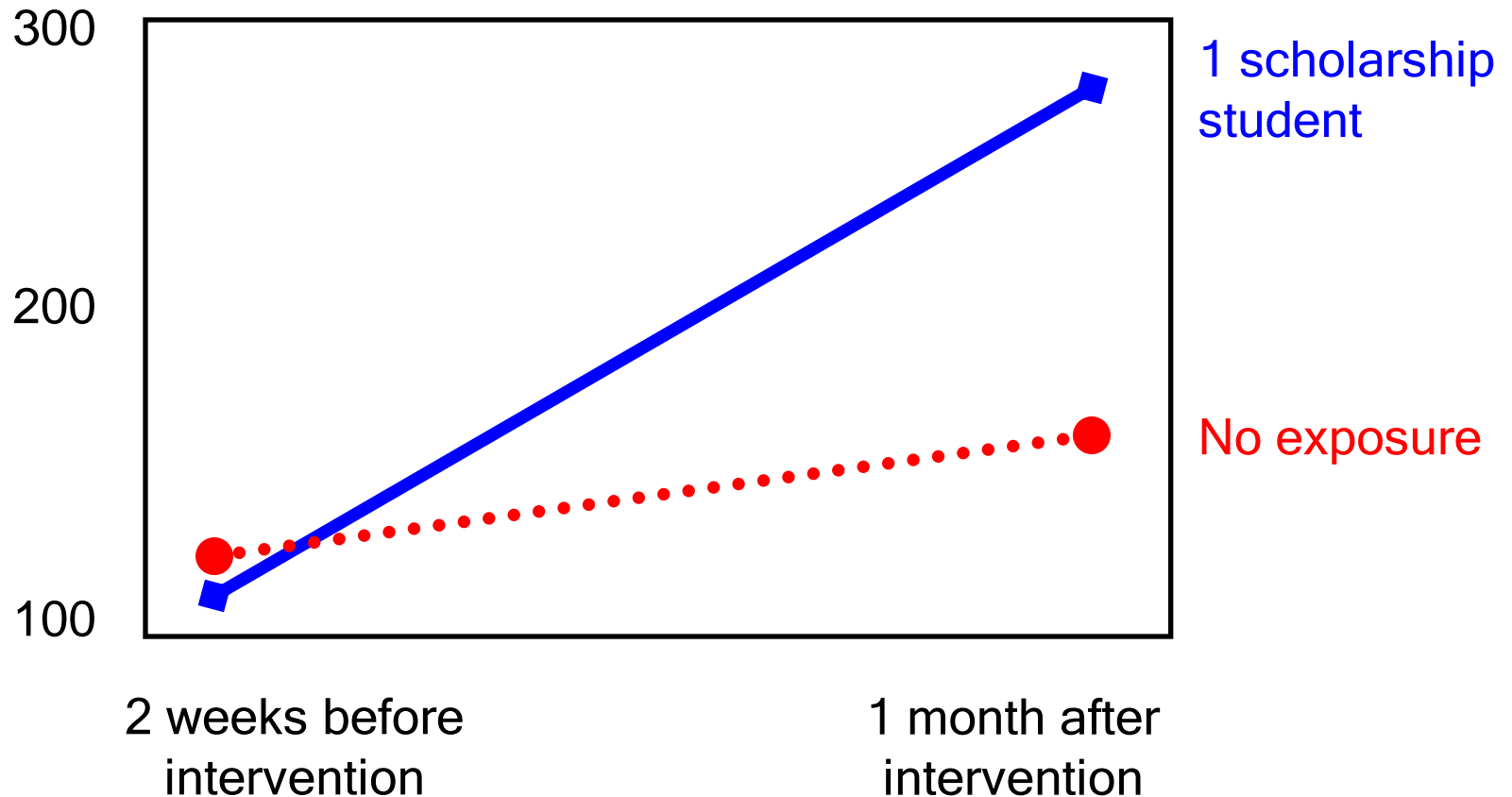
# Section II: Motivating

- Callers receive little information about how the funds they raise are used
  - ~ Can introducing them to scholarship students enable them to see how their work makes a difference?
  - ~ Can this increase their motivation to perform this difficult job?

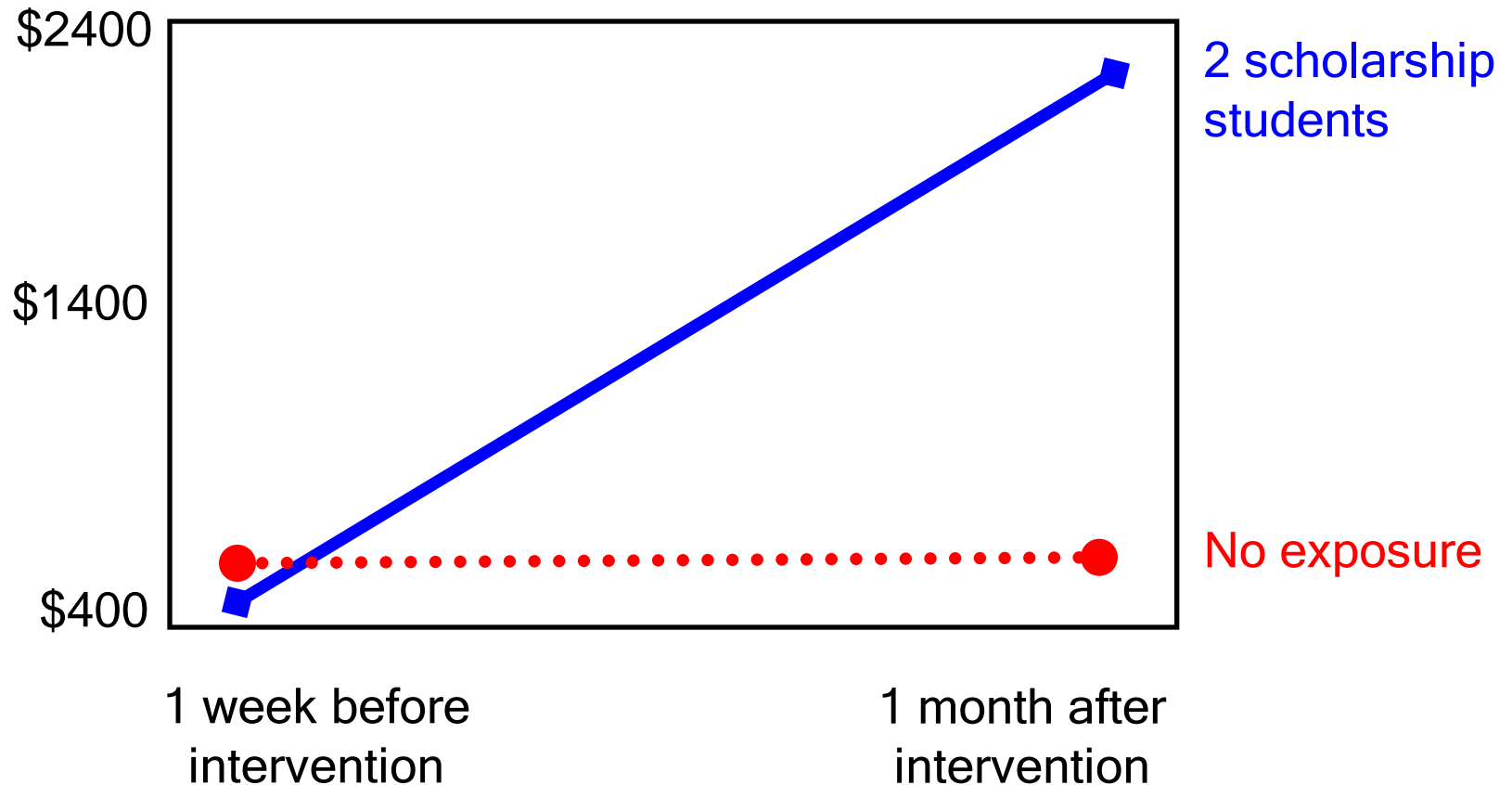
# Winter 2005: Donation \$\$/Week



# Winter 2005: Minutes on Phone/Week



# Winter 2006: Donation \$\$/Week



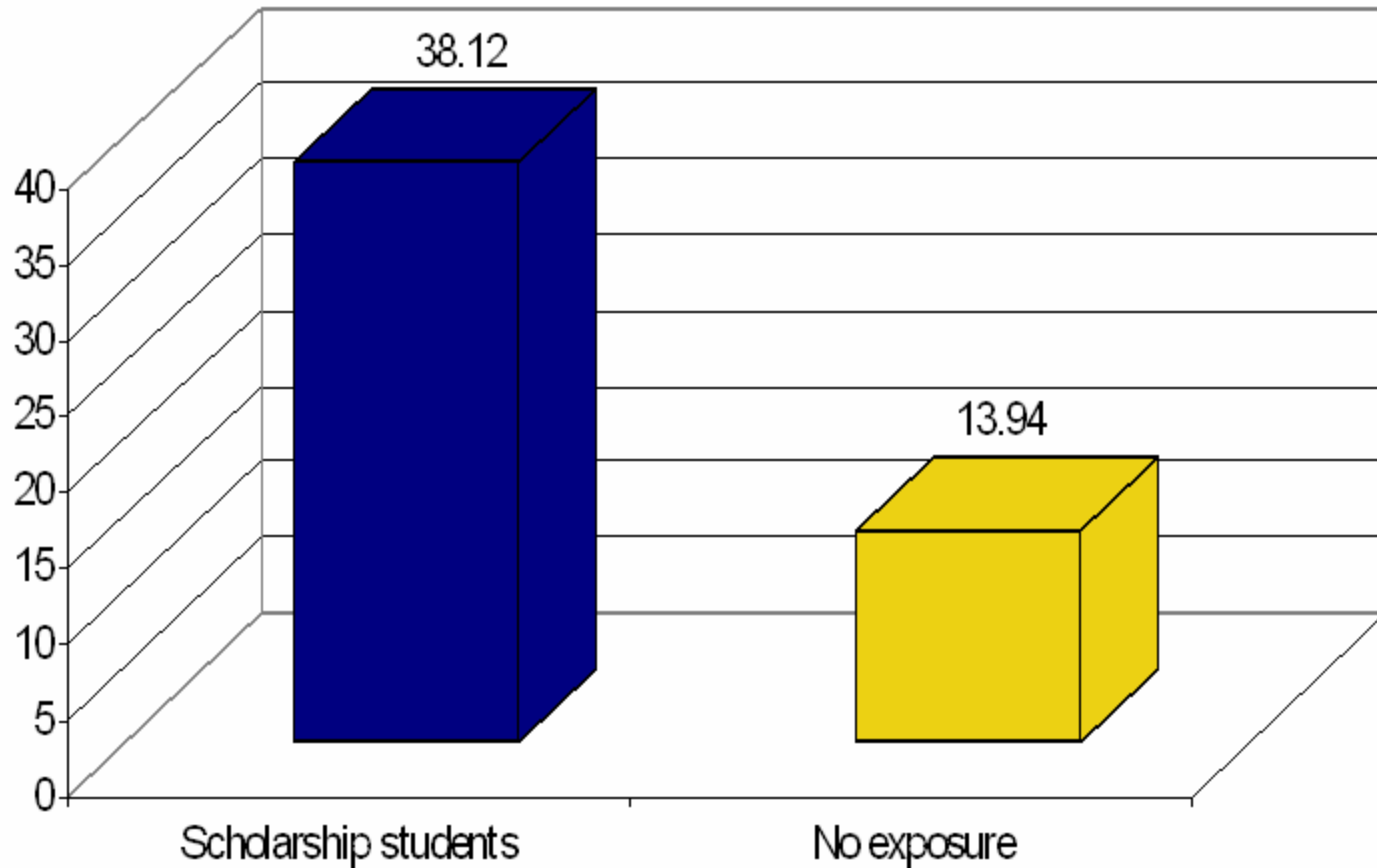
# Additional Findings

- Meeting scholarship students increases
  - ~ Number of calls made
  - ~ Number of pledges obtained
- Why?
  - ~ Increases their feelings that their individual efforts make a difference
  - ~ Increases their feelings that their organization makes a difference
  - ~ Increases their feelings that their jobs are personally meaningful and socially valued
  - ~ Increases their attachment to scholarship students
  - ~ Enable them to see the end results of their work
  - ~ Provides information that they can use on the phone to motivate alumni to give

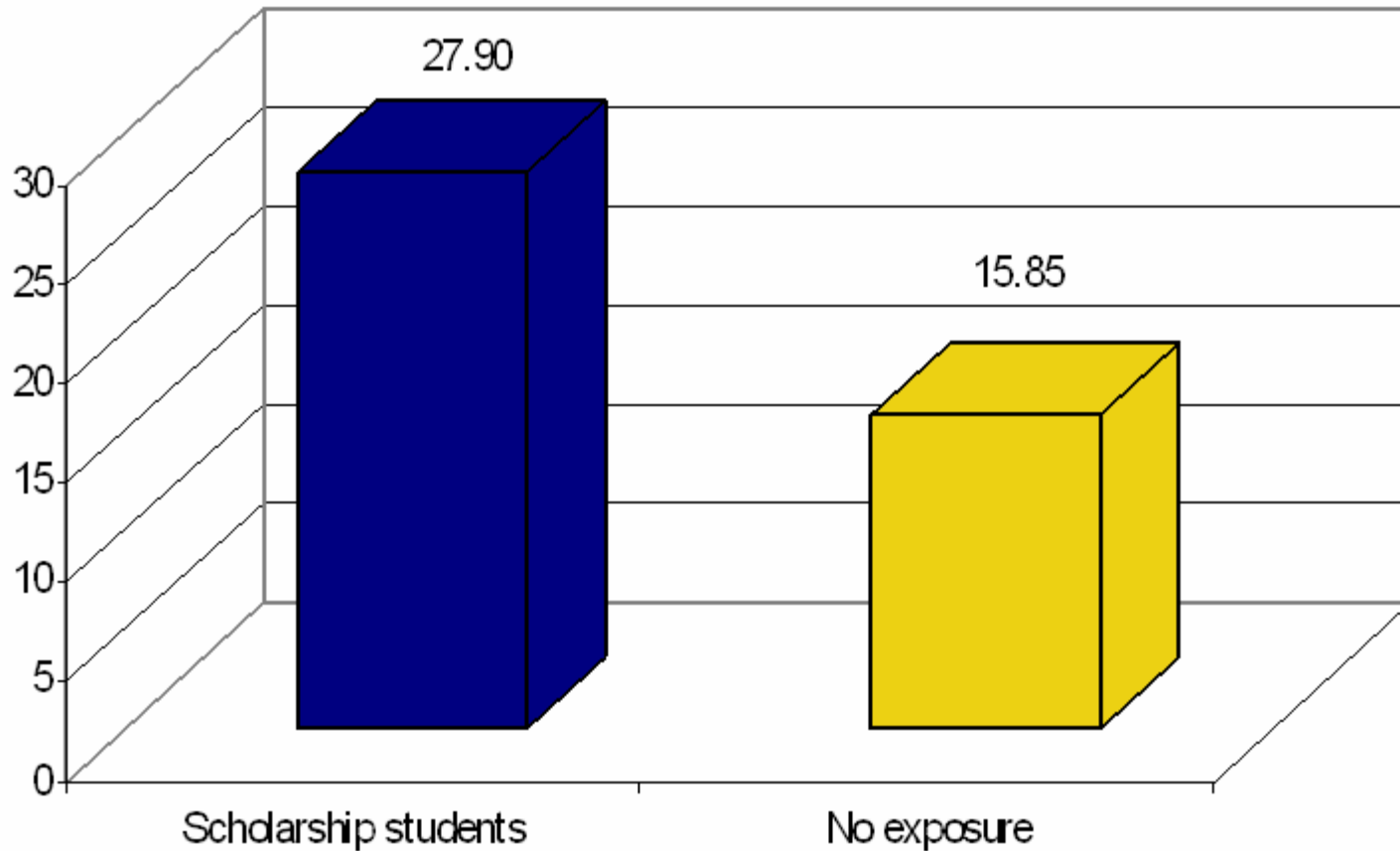
# Does This Work for New Callers?

- Fall 2006
  - ~ Divided new callers into two groups during training
    - Met two scholarship students
    - Control

# Average Quantity of Calls Made in Week 1



# Average Quantity of Pledges Obtained in Week 1





# Additional Questions / Future Studies

- Which callers benefit most from meeting scholarship students?
  - ~ Conscientiousness
  - ~ Altruistic values
- Do we see similar motivation benefits to helping callers see how their work makes a difference in their own lives?
- What impact does journaling have on student managers and/or callers?

# Acknowledgements / Contact Information

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