

## **Phil Hanes gets things done; now he tells how**

By Ken Keuffel

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A rather glowing recommendation appears on the dust jacket of Phil Hanes' new book. It comes courtesy of Harper Lee, the author of *To Kill a Mockingbird*. Part of it reads: "If you follow the advice in *How to Get Anyone to Do Anything* you can run the country."

I wouldn't go that far. It takes a lot of things to run the country, and no one book can hope to cover them all.

That said, the many anecdotes that Hanes recounts in *How to Get Anyone to Do Anything* (Ten Speed Press, 2006) contain a wealth of sound strategies for jump-starting the seemingly impossible. The city's future movers and shakers would do well to study them.

Hanes' ideas gain in credibility when we recall some recent history and his role in it.

Several important arts and entertainment ventures have become a reality in Winston-Salem over the years, including the N.C. School of the Arts, the Stevens Center, the arts district and several nightclubs and restaurants.

As early as 2000, when I first began working at the Winston-Salem Journal, downtown was all but dead. Now, thousands of people visit the city's center on a regular basis. And a fair number have also decided to live downtown.

Hanes, a businessman-turned-philanthropist, deserves at least some of the credit for making these things happen. He gave his own money or got people to give theirs. Projects that otherwise might have stalled succeeded because of Hanes' advice, encouragement and willingness to open doors.

*How to Get Anyone to Do Anything* revolves around the notion that you can persuade others to achieve your goals - if you make it clear that a) someone else will benefit and b) other people will get the credit. This isn't a particularly new idea. The most effective executives and board members have known about it for years, at least intuitively. Still, it never hurts to keep it in mind, particularly if you're relatively new at running an organization or getting a project off the ground.

Hanes divides his book into four parts: networking, risk taking, fundraising and problem solving. In the section on networking, I was most taken with the chapter on how Hanes and many others secured Winston-Salem as the site of the arts school. It's an incredible story that includes raising \$1 million in 24 hours.

Over the years, Hanes has served on many boards of national and international organizations, from Spoleto Festival USA to the National Endowment for the Arts. Because he has invested time, effort and money in these organizations, he has been able to get some things done for the city by people in his national network.

Hanes' ideas on how to network are sensible as well. How many times, for example, do we simply collect business cards, save them (maybe) and leave it at that? Hanes provides tips both on compiling good and useful information on a person and on finding ways that a person might help you accomplish your goals. Example: Don't just invite anyone to a dinner party. Invite people who will help you interest a guest in one of your projects.

Hanes is quite right when, in the section on fundraising, he says that people don't so much give to organizations as they give to other people. He provides practical suggestions on how to solicit. Hint: It is always a good idea to actually ask for a donation, however traumatic that might seem - but not before you've got the donor's attention in a face-to-face meeting and shown some genuine interest in his or her interests.

Hanes says he believes that there are "hundreds" of ways to raise money. He lists several of them in his book. Some of them are conventional. For example, he suggests that attaching somebody's name to something (such as a building) is a good way to get him to give.

Breaking with conventional thinking, he encourages people to apply to foundations for funding in areas outside their stated interests. The key to making what he calls the "forced-fit" scenario work is - you guessed it - pushing the right buttons in your network of friends.

Hanes urges folks to take a reality check every now and then, particularly with the miserly among us, who simply won't loosen their purse strings under any circumstances. He also discourages fundraisers from approaching the children of wealthy donors who have formed foundations. The children feel little obligation to share the money from their own pockets.

In addition to all the strategies, Hanes' book abounds in refreshing candor about Hanes. Early in the book, for example, we learn of his attention-deficit hyperactivity disorder and, then, about some of the steps that he has taken to overcome it.

We also learn that he used a family connection to get into Yale University. (Before Yale, he put in two years at the University of North Carolina at Chapel Hill.)

In a subsequent interview, Hanes said that such a thing wouldn't happen today - a claim I find difficult to accept entirely. Admissions officers at elite universities are not immune to monetary pressures. Rejection of an applicant from a wealthy family might jeopardize a large donation down the line.

It's true that Hanes comes from wealth and has enjoyed many privileges that go along with it. It's also true that Hanes has used his wealth - and influence - for the betterment of society. Many lessons can be gleaned from what he has done.

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