

Delaware Valley Grantmakers  
*Smart Grantmaking Practices Series*  
May 9, 2013

## **Leadership for the Grantmaking Professional**

### EXERCISE 1: LEADERSHIP DEFINED

What is leadership in a grantmaking context? What does it mean for you? For your organization?

What opportunities do you embrace as a leader? What challenges do you face?

What opportunities does your organization embrace from a leadership perspective? What challenges does it encounter?

## ENSURING LEADERSHIP EFFECTIVENESS THROUGH CLARITY, INFLUENCE, AND IMPACT

### CLARITY

Identify the role that each entity plays and should play in your organization, using the following rating scale:

- 5 = Creation
- 4 = Approval (voting required)
- 3 = Advisory (notification/review/comment/input)
- 2 = Information only
- 1 = None or N/A

<b>DECISION MAKING FUNCTION</b>	<b>BOARD ACTUAL</b>	<b>BOARD IDEAL</b>	<b>STAFF ACTUAL</b>	<b>STAFF IDEAL</b>	<b>YOU ACTUAL</b>	<b>YOU IDEAL</b>
Mission Development and Review						
Strategy for Impact						
Overall Budget						
Organizational Structure and Culture						
Grantmaking Strategy						
Grantmaking Processes						
Grantee Relations						
Evaluation						

What does this illustration show you?

How might you apply this information?

## **INFLUENCE**

### *Expertise/Relationships*

Why were you invited to join your organization?

What particular knowledge/skills/relationships do you bring that are relevant to its work? Do you get to use them?

Do you feel equipped for the role and decisions that are expected of you?

### *Preferences*

What aspect of your work or activities do you consider most important? Why?

What work would you suggest dropping from your responsibilities? Why?

What work would you like to increase? Why?

## **Impact**

Who are your organization's stakeholders?

What accountability does your organization have to them?

How does your organization fulfill this accountability? How do you know?

## Leadership Index

Please rate your organization on the following scale:

INDICATORS OF ORGANIZATION LEADERSHIP	LEVEL OF AGREEMENT 1= strongly disagree; 6= strongly agree					
	1	2	3	4	5	6
1. My organization functions in a transactional capacity (exchanging money for program outcomes).						
2. My organization functions in a transformational capacity (convening community members for mutual development of vision and action).						
3. We convene and leverage diverse networks of relationships.						
4. We develop local data and plans for community exchange.						
5. We leverage new resources on behalf of the community.						
6. We mobilize political will.						
7. We frame new messages and communicate strategically.						
8. We generate and test new ideas and build/share knowledge.						
9. We employ new investment strategies.						
10. My organization demonstrates a proactive orientation toward activities beyond grantmaking.						
11. My organization provides resources and/or expertise in technical assistance and/or capacity building.						
12. My organization works to influence social policy.						
13. My organization provides opportunities for training and staff development.						
14. We have clearly defined "community".						

Adapted from Mary B. McDonald's "Philanthropic Leadership at the Community Level,"  
*Leadership in Nonprofit Organizations: A Reference Handbook* (Sage, 2010).

In what areas would you like your organization to enhance its leadership role? Why?

How can your organization enhance its leadership role?