

Leadership for the Grantmaking Professional

Group Discussion Notes

Leadership Defined

- 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?

Leadership: Challenges and Opportunities for Grantmaking Organizations		
	OPPORTUNITIES	CHALLENGES
INDIVIDUALS	<ul style="list-style-type: none"> • Partner with grantees • Endless possibilities and opportunities • Opportunities to work with board on developing/understanding strategic philanthropy • Create balance on the “continuum” • Relationship cultivation • Balancing what an organization wants with the needs of the recipients 	<ul style="list-style-type: none"> • Getting grantees to be responsive • Time/people constraints • Leadership in recipients is lacking • Incremental change (the need to “boil down” because of limited staff) • Patience and the ability to say “no” • Working with family/founders • Balancing what an organization wants with the needs of the recipients
ORGANIZATIONS	<ul style="list-style-type: none"> • Embrace responsibilities • Diverse perspectives • Endless possibilities and opportunities • Opportunity to be rigorous and intentional in activities • What to do with all of the data you are collecting (capacity to address the “So what?”) 	<ul style="list-style-type: none"> • Myopia • Lack of volunteer expertise • Time and people constraints • Resistance to collaboration • Power dynamics • Nonprofits’ ability to execute programs/reluctance to take on new projects they might not be able to sustain • Incremental change (the need to “boil down” because of limited staff) • Mission creep incentives • What to do with all of the data you are collecting (capacity to address the “So what?”)

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Motivation for Attending Workshop

- Alignment of vision (internal and external leadership)
- Future
- Best practices in grantmaking
- Evolution/impact and effectiveness
- New perspectives on leadership
- Leadership in sector/collaboration
- Regional opportunities
- Shifts in focus/mission

How Your Organization Can Enhance its Leadership Role

- Understand policy formulation cycle (steps before advocacy)
- Consider where intervention points can be most effective
- Identify steps/balance between transactional and transformational grantmaking
- Develop appropriate feedback loops
- Connect all of your organization's transactions to transformation
- Convene key players
- Define "thought leader" for your organization and for whom
- Bring ROI perspective to brand—reframe debate