



The Craft of Grantmaking Project: Elements of a Grantmaker's Role

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Making a difference:

- ▶ learning how to leverage the impact of successful grants
- ▶ understanding what funded grants have accomplished
- ▶ managing grants when they flounder and fail
- ▶ managing with a small staff, few resources
- ▶ dealing with the tyranny of the docket

Keeping current:

- ▶ managing my own professional development and career
- ▶ learning from other philanthropic frameworks
- ▶ assuring the sustainability of philanthropic work in my community
- ▶ considering ways to be involved and volunteer in my field
- ▶ learning methods for continuously updating my skills, knowledge

Working successfully within a philanthropic organization:

- ▶ understanding its context (history & current trends)
- ▶ developing productive board and staff relationships
- ▶ working well with the CEO
- ▶ building effective bridges to the community.
- ▶ contributing to organizational focus and direction
- ▶ understanding grant management systems
- ▶ understanding implications of race and gender

Developing a strategic portfolio:

- ▶ thinking creatively
- ▶ leveraging dollars and resources
- ▶ working on controversial issues
- ▶ identifying the right grant making tools for the job
- ▶ understanding how boards set direction
- ▶ identifying projects that will have significant impact

Applying leadership skills appropriately:

- ▶ understanding theories of change
- ▶ understanding characteristics and applications of leadership
- ▶ using conversation to influence thinking
- ▶ convening, facilitating, brokering, advocating
- ▶ using a systems thinking approach
- ▶ mastering the art of visioning

Developing content and program expertise:

- ▶ apply the best practice
- ▶ conduct research and verify accuracy of resources
- ▶ work well with non-profit organizations
- ▶ understand the intent of a proposal
- ▶ work well with organizations that shift priorities
- ▶ become a strong advocate

Dealing with power, ethics, relationships:

- ▶ self reflection—where am I now and what do I need to learn
- ▶ interpersonal skill development
- ▶ managing role boundaries
- ▶ communicate honestly
- ▶ understand and respond appropriately to the dynamics of race, gender

Expanding my grant making skills to:

- ▶ master the nuts and bolts of my role
- ▶ conduct due diligence
- ▶ develop effective proposal criteria
- ▶ review proposals
- ▶ effectively bridge organizational & community priorities
- ▶ make site visits
- ▶ become accountable for the grant cycle

Working effectively with partners:

- ▶ understanding my partner's agenda
- ▶ leveraging the partnership for greatest value
- ▶ managing the collective financial and human resources
- ▶ developing honest candor and communications
- ▶ using appropriate leadership skills

Working effectively within the community:

- ▶ understand issues at local, regional, national, global levels
- ▶ understand micro-populations that comprise a community
- ▶ understand race and diversity
- ▶ use interpersonal skills
- ▶ receive feedback
- ▶ artfully manage community expectations