



*Blur the Lines....
Sharpen Your Work*

Discuss:

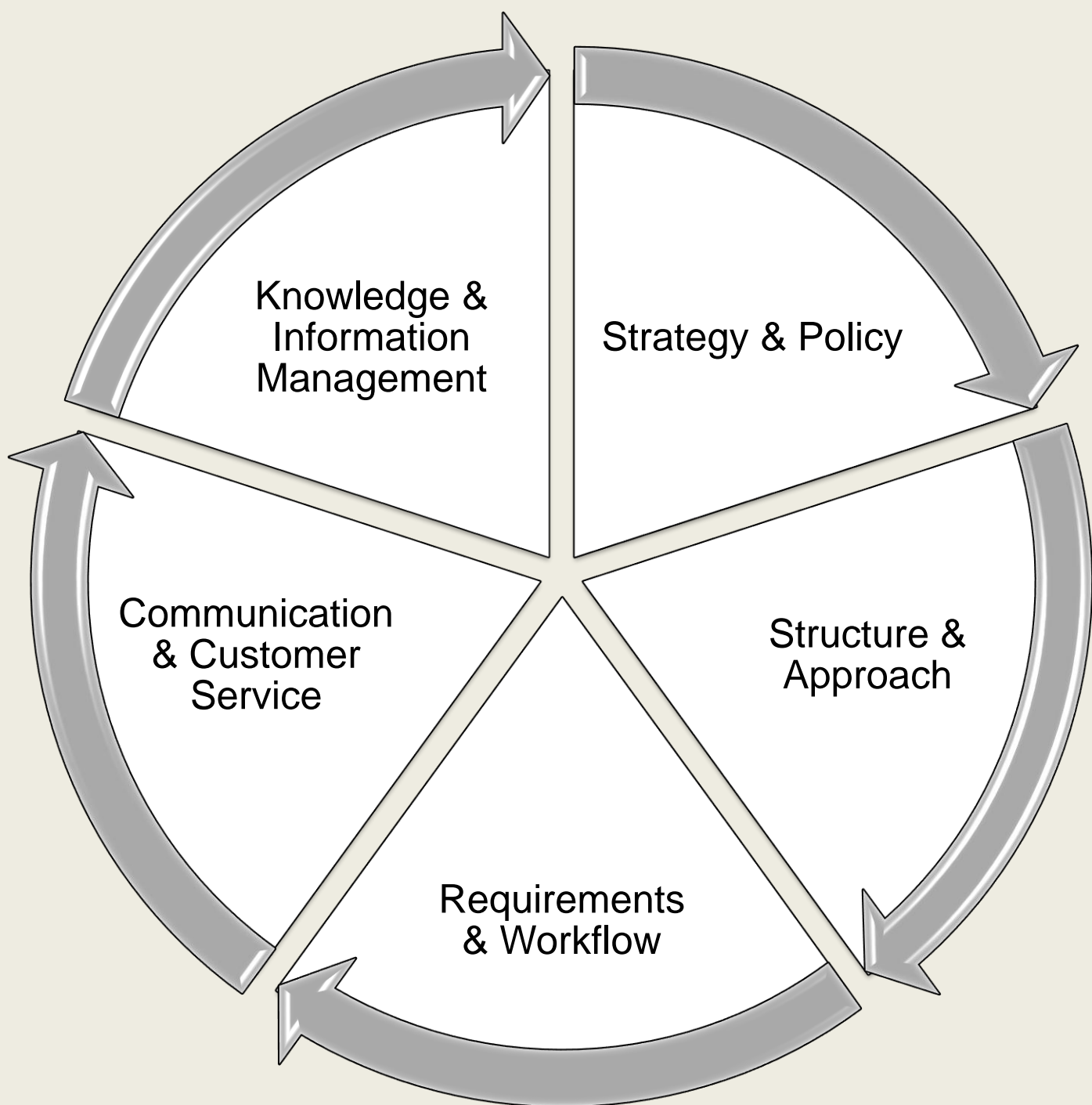
What is grantmaking “practice”

Why does it matter?





If culture eats strategy for breakfast,
implementation eats it for lunch.



Practice

Strategy and Policy – High level decisions that affect implementation, including division of responsibility between board and staff, what types of grants and other support the funder deploys, and policy decisions about organizational eligibility, focus, geographic range, and other.

Approach & Structure – How grants are structured to achieve outcomes, including decisions about size of grants, type, and length of grant, and relationship between request and what you actually give. This category also include decisions about funding partnerships and relationships with other funders and with nonprofits.

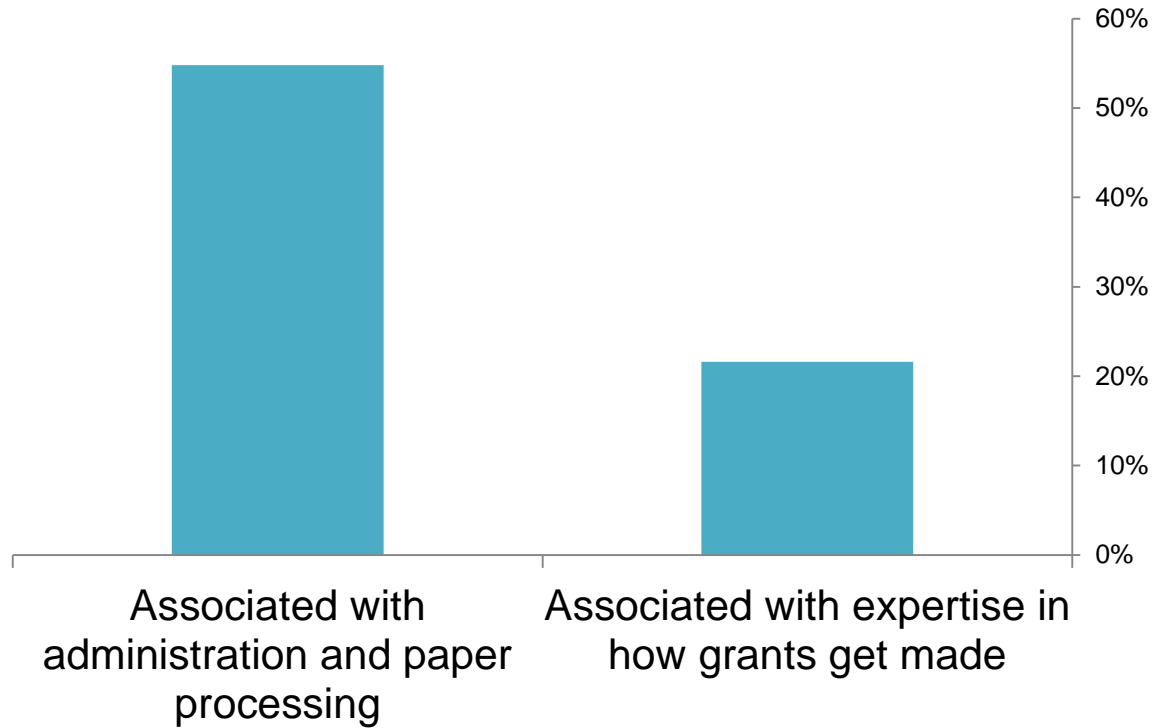
Requirements, Process & Workflow: Includes everything from application and reporting requirements, retention practices, due-diligence, award letter and reporting specifics.

Interface: Communication and Relationships: How the organization communicates about its work – alignment of requirements, transparency, feedback loops, and the relationship with grantees.

Knowledge/Information Management: Decisions about how data and information are tracked, accessed, shared, and used to make decisions.



Change is gradual



Practice...in practice



When CEO Values Practice





Discuss:

Why is it hard to make these connections between practice and program?

The “split brain”

“...grants management **should be embedded at the leadership level**, and not an afterthought. If our grants manager were involved in the highest levels of strategic planning and thinking so that she understood what our goals were and what we needed to learn to accomplish those goals, the systems could be tailored with that in mind.”

Failure to Tie Practices to End Goal

“We shouldn’t have a grantmaking process to make the best looking board book, which is what we had. We should have a process that **allows our grantees to do the best, highest impact work.**”

The Black Box of Operations

“For whatever reason, the “how” just doesn’t seem to be discussed much. **Maybe senior leaders haven’t been grantees and have never seen the results of different practices.** Or maybe they haven’t been exposed to a range of grantmaking practice and seen the consequences of different decisions?”

Our Own Worst Enemy?

“Grants managers pull executives into the “weeds”, which loses the attention of the executive, **rather than focusing on why what they are talking about matters.**”

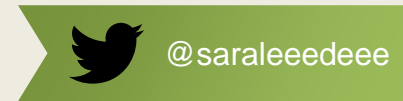
Day-to-Day Job Reality

“I tell our grants manager: I believe that your job should be about knowledge management, not about making sure GIFTs matches the accounting software. And yet, **there are so many demands on her time and such a large volume of transactions,** it’s easy to get caught up in them.”

Two stories of blurred lines



Sara Davis, Director of Grants Management
The William and Flora Hewlett Foundation



Marc McDonald, Director of Grants Management
The AARP Foundation

Think about:


What's different (in structure, culture, systems) in grantmakers with blurred lines?









A ballerina in a black tutu is captured in mid-air, performing a leap. Her arms are raised, and her legs are extended in a graceful arc. She is wearing white ballet slippers. The background is a soft, light-colored gradient.

Skill Development for Operational Staff

Flexibility

Service and Support

Engage and Adapt

Curiosity



Data and Systems Experts

Project Management

Facilitate and Connect Dots

Bigger View

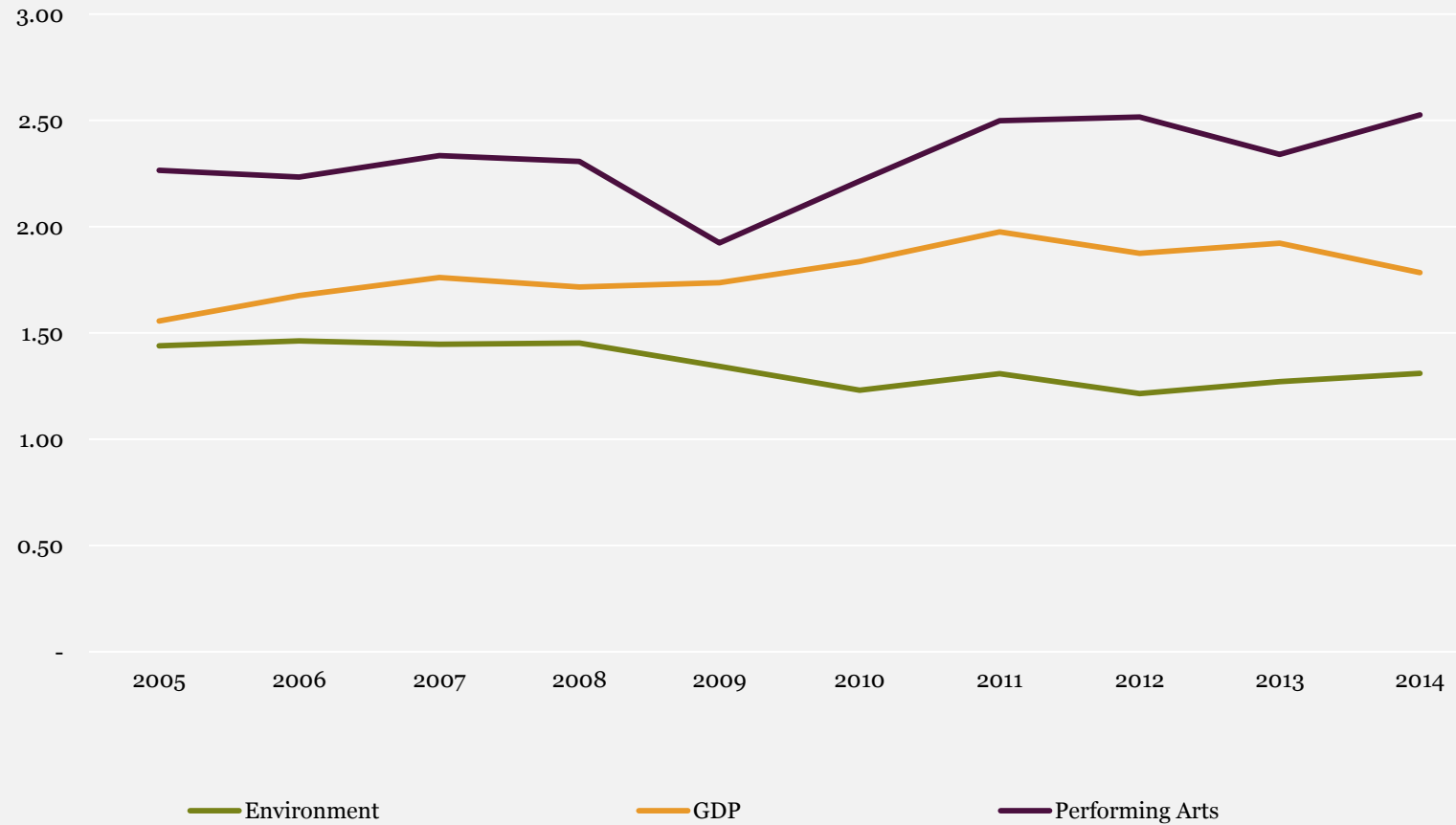
Data about Practice to Create Discussion & Learning

General Support - % of Dollars



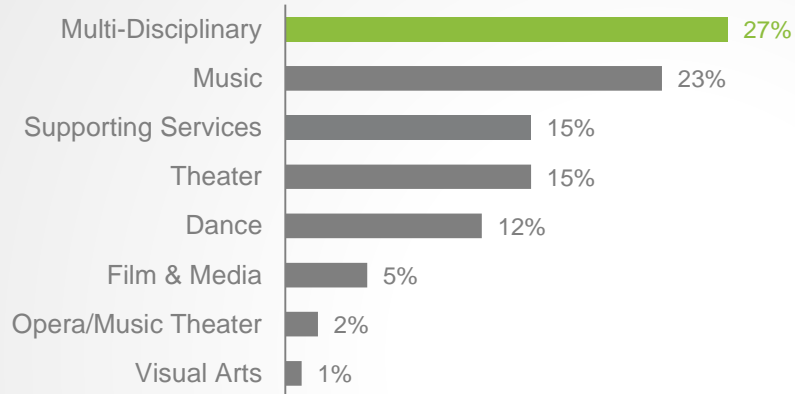
Data about Practice to Create Discussion & Learning

Mean Grant Term

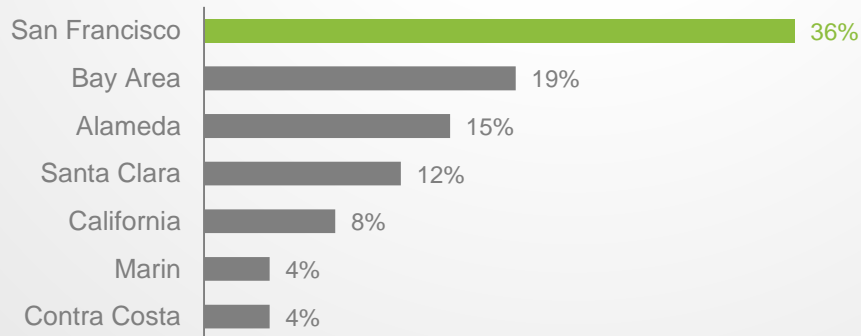


Data to Give Program Staff More Insight

PO PORTFOLIO BY DISCIPLINE



PO PORTFOLIO BY GEOGRAPHY











**How would you
improve all of our
grant practices?**



**Disjointed
process**

**No
coordination**

Undefined leader

Structureless

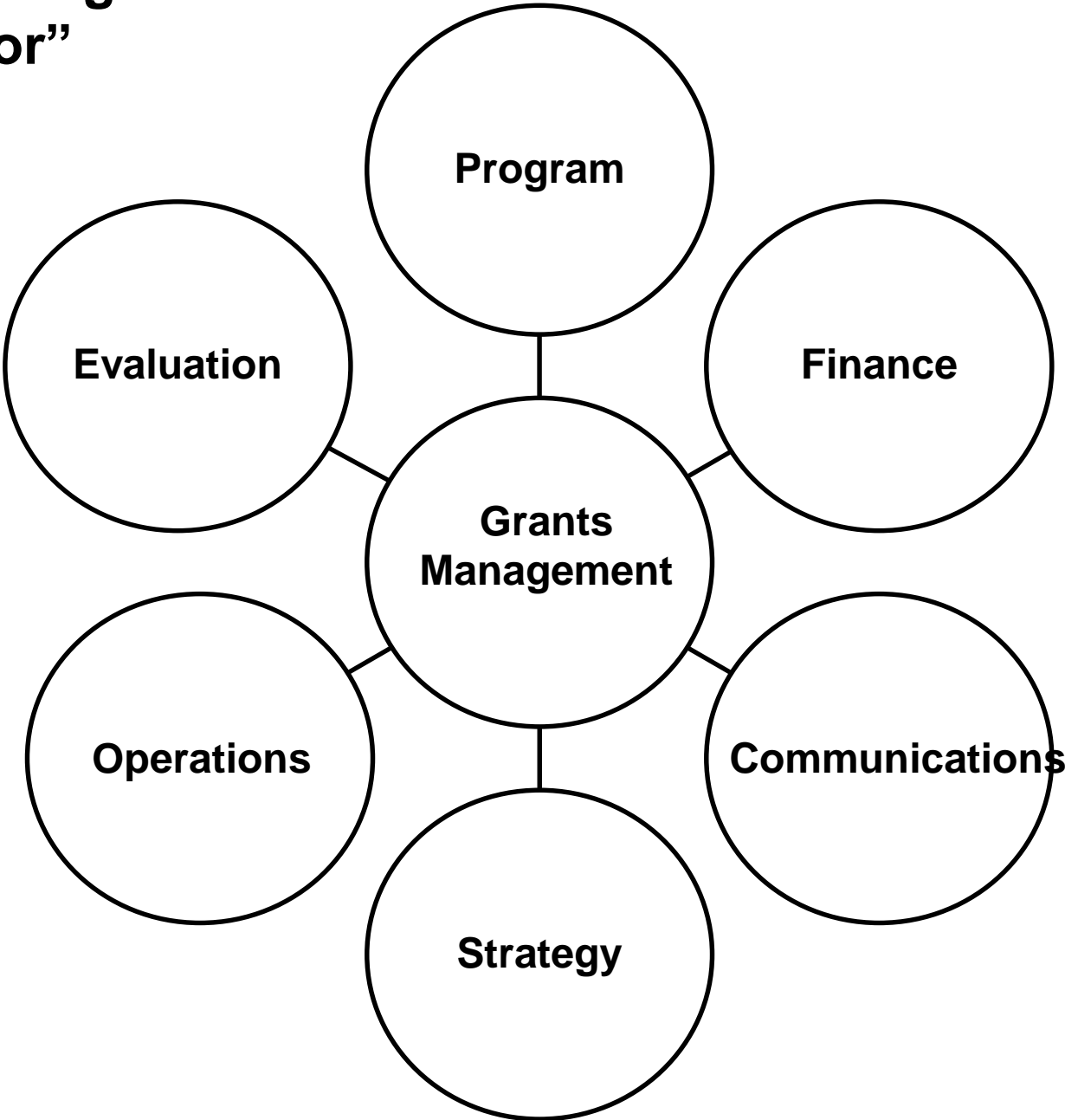
**Lacking
transparency**

Overly reactive

**Poor
measurement
tools/timing**



Grants Management as “conductor”



THE NEW YORKER

May 18, 2015



TOMORROW'S ADVANCE MAN

*Marc Andreessen's plan to win
the future.*

BY TAD FRIEND

LETTER FROM
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Monetary value of grantee's intervention - snapshot in time

Impact Value:

1. Defined and reasonable monetary value of the grant-funded intervention at that time.
2. Monetary value per individual X number of individuals receiving benefit.

Housing non-profit provides upgrades to home (ramps, grab bars, etc.) with a value of \$500; 1000 people will be served.

\$500

X

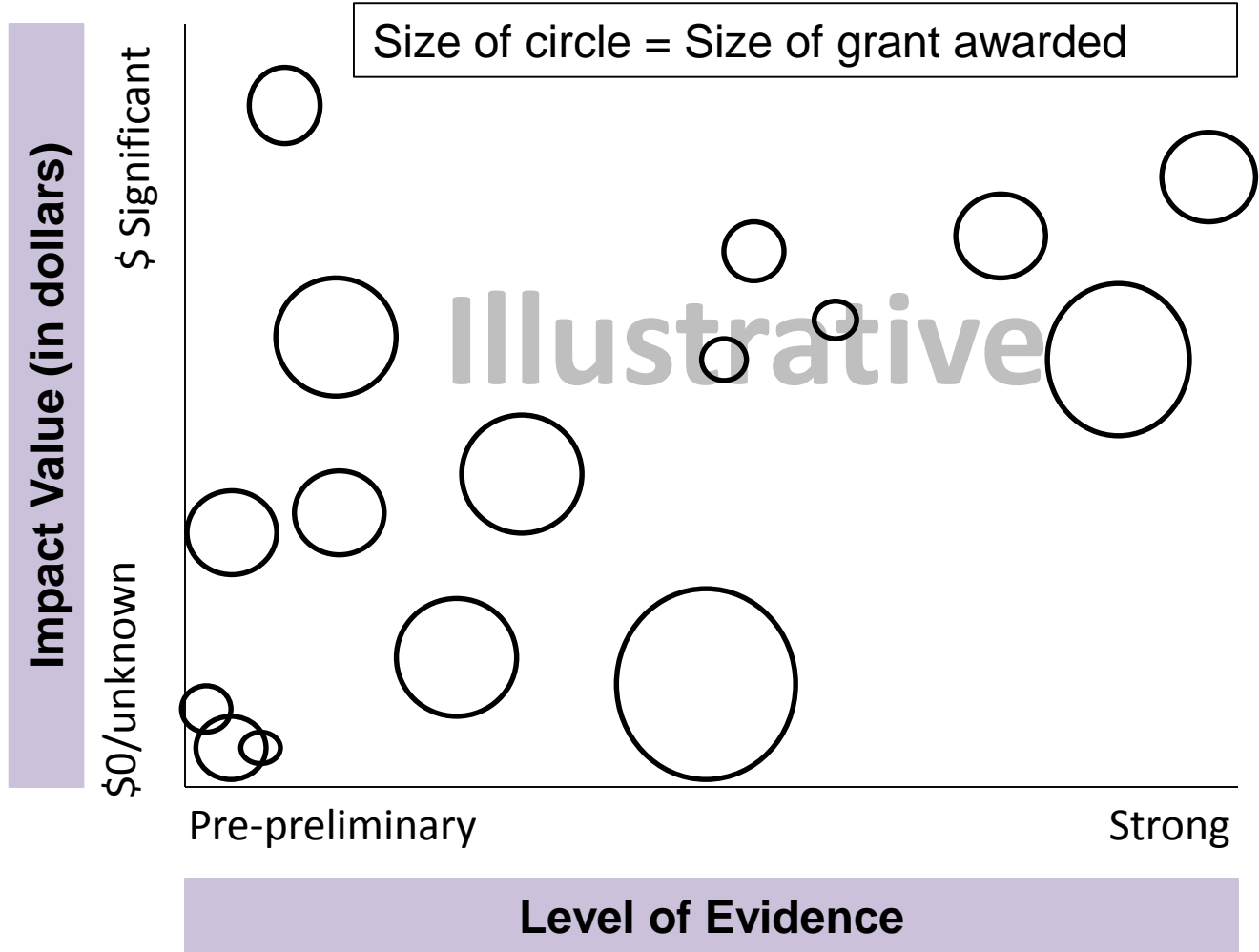
1,000

=

\$500,000

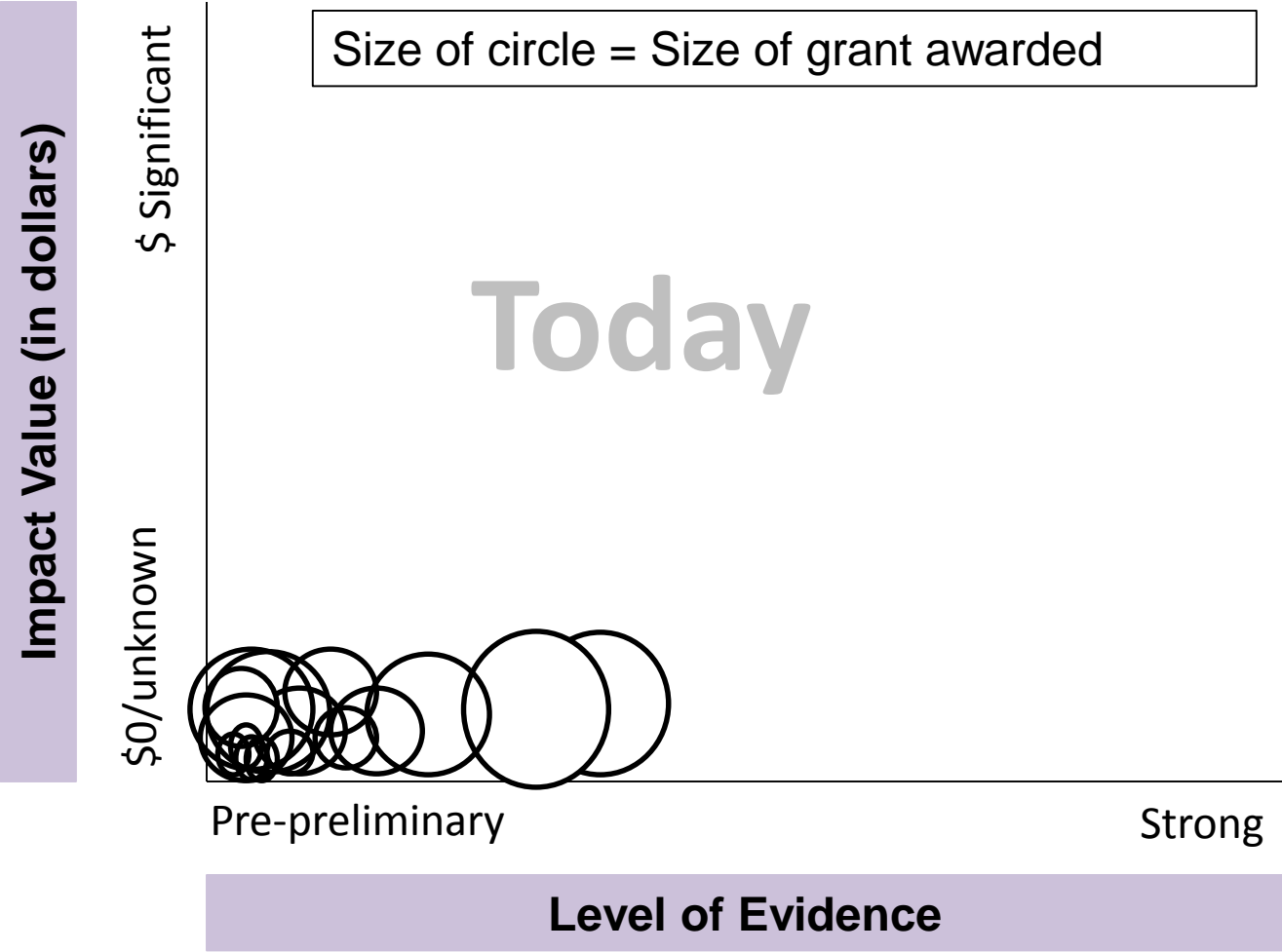
Impact vs. Evidence matrix - comparison and analysis of requests

Impact Value:
Monetary value of intervention to beneficiary X target population receiving benefit



Mapping data with current grantees

Impact Value:
Monetary value of intervention to beneficiary X target population receiving benefit



Key Takeaways

- Identify project manager for each grant/program to **OVERSEE** the grant practices

Key Takeaways

- Identify project manager for each grant/program to **LEAD** the grant practices

Key Takeaways

- Identify project manager for each grant/program to **DIRECT** the grant practices

Key Takeaways

- Identify project manager for each grant/program to **COORDINATE** the grant practices

Key Takeaways

- Identify project manager for each grant/program to coordinate the grant practices
- Integrate grant practices across all departments
- Define grants as investments, which requires due diligence and leverages subject matter experts

Think about:

What's different (in structure, culture, systems) in grantmakers with blurred lines?



When lines are blurred... work is sharpened

Articulated intentions & assumptions

Meaningful upstream engagement.

Cross-cutting relationships

Data and systems expertise

The right people in the right jobs





Discuss:

How do you connect practice to strategy?

How do structures, systems, roles enable or challenge?

What are benefits?


Thank You!

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