

What practices put your expertise into play?

Here's our hunch: As a philanthropy practitioner, you are continually mastering two disciplines.

You come ready to put your content expertise to work.

1st Discipline

- Equitable Education
- Climate Change
- Strong Local Economies
- Civic Engagement
- Thriving Arts and Culture
- Community Cohesion
- Youth Opportunities
- Gender, Racial, and Ethnic Justice
- Enhancing Early Childhood
- Health & Healthcare
- Affordable Housing
- Strong Social Sector
- Community Philanthropy

Then you encounter challenges that can't be solved by expertise alone.

Unique Challenges

- You're having a high stakes conversation about a proposal that doesn't feel authentic.
- You're responsible for coming to the rescue of a floundering project, organization or strategy.
- Your foundation's white-paper strategy doesn't line up with experiences on the ground.
- You're convening potentially collaborative groups that also compete for scarce resources.
- You need to engage with people who disagree with your foundation's perspectives.
- You have to say "no" to good proposals.
- You've introduced an exciting and disruptive idea inside your foundation or in a field.
- You're encountering the accolades, resentment and envy that come with the job.

You need practices—tools and skills—that help you learn.

2nd Discipline

- Understanding Roles
- Consulting Peers
- Listening Actively
- Understanding Strengths
- Managing Weaknesses
- Using Inquiry
- Watching for "Triggers"
- Managing Authority
- Navigating Boundaries
- Tracking Skill Deficits
- "Going to the Balcony"
- Keeping the Primary Task Shared
- Activating Curiosity Over Frustration
- Liberating On-The-Ground Perspectives

This learning helps you get to better outcomes in your work.

Better Outcomes

- Co-Created Solutions
- Clearer Accountability
- Role Clarity
- Job Satisfaction
- Shared Power
- Improved Ideas
- Sustainable Collaboration
- Creative Solutions
- More Influence
- Less Wasted Time
- Flexible Organizations
- Diverse Perspectives

Let's discover philanthropy's second discipline.

The good news: There are bits and pieces of philanthropy's second discipline already out there. Individual practitioners create their own tools and skills. Trainers offer programs open to philanthropy. Philanthropy-serving organizations provide occasional workshops. And a few foundations have made second discipline practices to advance their programmatic goals.

The bad news: There isn't a shared language for the second discipline among us. Learning resources are scattered and not well known by philanthropy. Most people interested in improving their second discipline practice do it in isolation. And the same is true for those foundations that develop themselves with this in mind.

We are launching a project to help philanthropy practitioners make their practice more visible, map useful resources, and explore how to make the second discipline a more systematic part of their work. We're beginning the project with a discovery phase where we plan to do the following:



Want to talk with us about your practice or help us shape the project? Email Jan Jaffe at jjaffe@philanthropyNW.org to get started. And go to 2nddiscipline.org to learn more about the project, see perspectives on the second discipline, and add your own!

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