



Being Grounded
in Philanthropy

Navigating Legal
and Ethical Issues

Strategies for Professional
Excellence and Personal
Satisfaction

Making Sound Funding
Recommendations

Maximizing
Grant Impact

Communicating Funding
Recommendations and Decisions

Managing Your
Grant Portfolio

ESSENTIAL **SKILLS & STRATEGIES**
for NEW GRANTMAKERS

Capacity Building (P. 18)

- Assess nonprofit's capacity gap.
- Project must integrate with whole organization.
- Before you plan:
 - assess nonprofit's vision and strategy
 - strength of leadership
 - have patience (no quick fixes)
- Know your goals and theory of change.



It's More Than Technical Assistance!

Venture Philanthropy Partner's Framework

- Level 4. can address aspirational level
- Level 3. can address strategy level
- Level 2. can address organizational skills
- Level 1. can focus on human resources,
organizational systems and infrastructure,
or organizational structure



Leadership Development is Important Capacity Building (Pages 21-22)

Grantmakers for Effective Organization's (GEO) Research on Leadership

“Ask any grantmaker about the distinguishing characteristics of strong and effective organizations, and the conversation inevitably will turn to leadership.”

GEO, “Investing in Leadership, Volume 1”



A New Leadership Paradigm

- **Old Paradigm:** Leadership is individual.
Training focuses on the intrapersonal
(self-awareness, self-motivation, etc.).
- **New Paradigm:** Leadership is collective.
Training focuses on the interpersonal
(group facilitation, social awareness, social skills).

