



To: Attendees of CNJG's Workshop, "Finding Balance: Addressing Grantmaker-Grantee Power Dynamics Head-on"  
From: Linda Czipo, President & CEO, Center for Non-Profits  
Tim Delaney, President & CEO, National Council of Nonprofits  
Date: December 14, 2019  
Re: Materials You Requested

Thank you for your tremendous engagement at and generous words after our workshop that preceded the Council of New Jersey Grantmakers' 2019 Annual Meeting & Holiday Luncheon. We appreciate the invitation by our friends at CNJG to be part of this event and to present on this important topic.

Many of you kindly asked for electronic versions of the handouts and the presentation we prepared for the program, so we're sharing the following with you:

- **Handouts** (attached)
  - List of resources for future reference
  - Two excerpts from Exponent Philanthropy's *Great Funder-Nonprofit Relationships Toolkit* (special thanks again to Henry Berman for permission to use their resources for this event)
- **Presentation** (separate): Because you were such an actively engaged audience, we didn't have time to go through the entire PowerPoint deck on Friday. (We saw the positive energy and interest in the room, so rather than artificially cutting off participation, we opted to go with your flow.) Consequently, you will see some additional "bonus" slides at the end that we hope will spark additional creative ideas for you to build trust with your grantees and reduce power dynamics that cause friction and limit mission delivery.
- **Links to Additional Materials and Data:**
  - New Jersey-specific, by the Center for Non-Profits
    - *New Jersey Non-Profits: Trends and Outlook* (Feb. 2019)  
<http://www.njnonprofits.org/2018AnnualSurveyRpt.pdf>
    - *New Jersey Non-Profit Diversity Report* (Nov. 2019)  
<http://www.njnonprofits.org/2019NJNP DiversityEquityReport.pdf>
  - Nationwide, by the National Council of Nonprofits
    - *Nonprofit Impact Matters* (Fall 2019), including free access to the full report, the infographic used at the event, and additional state specific and nationwide data <https://www.nonprofitimpactmatters.org/>

Of course, please let us know if you have any questions. (Linda – [lczipo@njnonprofits.org](mailto:lczipo@njnonprofits.org);  
Tim – [tdelaney@councilofnonprofits.org](mailto:tdelaney@councilofnonprofits.org))

Best wishes to you for a joyful holiday season and a most fulfilling New Year.

## **Finding Balance: Addressing Grantmaker-Grantee Power Dynamics Head-on**

A Program for the Council of New Jersey Grantmakers - December 13, 2019

### **RESOURCES**

#### **Trust-Based Philanthropy Project**

- **An Overview of Trust-Based Philanthropy** – <https://trustbasedphilanthropy.org/resources-index>
- **Trust-Based Philanthropy: An Approach** (a two-page guide)  
<https://static1.squarespace.com/static/5c12acc8af209676c74c9961/t/5dceecc66ab89427a158c55f/1573842121644/TBPP-two-pager-111419.pdf>

#### **Exponent Philanthropy**

- **Great Funder-Nonprofit Relationships Toolkit** – [www.exponentphilanthropy.org/publication/great-funder-nonprofit-relationships-toolkit/](http://www.exponentphilanthropy.org/publication/great-funder-nonprofit-relationships-toolkit/)

#### **National Council of Nonprofits**

- **Recipe for the secret sauce of great funder/nonprofit relationships** – [www.councilofnonprofits.org/thought-leadership/the-secret-sauce-of-great-funder-nonprofit-relationships](http://www.councilofnonprofits.org/thought-leadership/the-secret-sauce-of-great-funder-nonprofit-relationships)

#### **Grantmakers for Effective Organizations**

- **We Are In This Together: A Letter to Philanthropy** – <https://www.geofunders.org/about-us/perspectives/we-are-in-this-together-a-letter-to-philanthropy-33>

**Center for Effective Philanthropy** – “CEP exists to help foundation leaders and major donors by providing resources to help them maximize their effectiveness.”

- [www.cep.org](http://www.cep.org)

**Vu Le, Nonprofit AF** (blog) – numerous posts, such as:

- **Foundations, how aggravating is your grantmaking process? Use this checklist to find out** – [nonprofitaf.com/2017/01/foundations-how-aggravating-is-your-grantmaking-process-use-this-checklist-to-find-out/](http://nonprofitaf.com/2017/01/foundations-how-aggravating-is-your-grantmaking-process-use-this-checklist-to-find-out/)
- **Grantseekers, how irritating are you to funders? Use this checklist to find out** – [nonprofitaf.com/2017/01/grantseekers-how-irritating-are-you-to-funders-use-this-checklist-to-find-out/](http://nonprofitaf.com/2017/01/grantseekers-how-irritating-are-you-to-funders-use-this-checklist-to-find-out/)

#### **PEAK Grantmaking**

- **Courage in Practice: 5 Principles for Peak Grantmaking** – [www.peakgrantmaking.org/wp-content/uploads/Courage\\_in\\_Practice-Principles\\_for\\_Peak\\_Grantmaking.pdf](http://www.peakgrantmaking.org/wp-content/uploads/Courage_in_Practice-Principles_for_Peak_Grantmaking.pdf)

**GrantAdvisor.org** – “A safe way to anonymously give and receive feedback on grantmaking.”

- [www.grantadvisor.org](http://www.grantadvisor.org)

## THE HALLMARKS OF GREAT RELATIONSHIPS

Often in the complex funder-nonprofit relationship, it seems that nonprofits do the asking, reporting, and proving, while donors sit in positions to say *yes* or *no*, how much, when, and what's required.

Achieving a different, deeper relationship takes more than just good intentions—it takes flexibility, finesse, and a sincere desire to acknowledge and address the power dynamics at play.

Our time spent with funders and nonprofits revealed these hallmarks of strong relationships:

- ✓ **Mutual trust**—Trust is the cornerstone of any great relationship—in philanthropy or elsewhere. Trust increases over time as you get to know the other person and develop a clear sense of who they are and what motivates them.
- ✓ **Humility**—In a relationship, having humility and empathy for your partner opens the door for open and honest feedback.
- ✓ **Communication**—Communication is essential in building healthy, long-lasting, and open relationships.
- ✓ **Shared expertise**—Both funders and nonprofits can benefit from by taking a step back and listening to one another's insights.
- ✓ **Tolerance for discomfort**—The power dynamic between funders and nonprofits can be burdensome for both. Each side must be willing to do the work necessary to build a strong, healthy relationship.

Creating space to explore these competencies with those involved in your philanthropy will set you on a path to transform your philanthropy from transactional to transformational.

In the following pages, you'll find a diagnostic meant to assess the state of your relationships with nonprofit grantees. Since every relationship is different, we encourage you to take the diagnostic with a specific relationship in mind.

You'll also find benchmarks based on hundreds of diagnostics collected from your fellow funders, as well as tactics for improving aspects of your funder-nonprofit relationships.



Below are potential hallmarks of great funder-nonprofit relationships that can help you identify opportunities for improvement. For each statement, place an **X** in the column that best describes the frequency with which you demonstrate the behavior.

HALLMARK	NEVER	SOMETIMES	OFTEN	ALWAYS
<b>MUTUAL TRUST</b>				
I work to build a genuine relationship with others.				
I assume the best intentions in others.				
I follow through on requests in a timely manner.				
I care about others' personal and professional well-being.				
<b>HUMILITY</b>				
When making decisions, I seek to include the perspectives of those we serve.				
I seek to truly understand, and not assume, how others view issues.				
I consciously check my ego.				
<b>PROACTIVE COMMUNICATION</b>				
I encourage and enable regular communication within and outside of the grant process.				
I actively listen to others' ideas and concerns.				
I set and share realistic expectations for the relationship.				
I am clear and direct in my intentions and needs.				
<b>SHARED EXPERTISE</b>				
I seek out and share relevant knowledge and information, as well as opportunities and challenges, in a timely manner.				
I strive to become more knowledgeable by learning from others' experiences and perspectives.				
I welcome and acknowledge the value of others' knowledge and experience.				
<b>TOLERANCE FOR DISCOMFORT</b>				
I acknowledge to others when I have made a mistake or when priorities/expectations are misaligned.				
I seek feedback on ways I can improve the relationship, and act upon it.				
I acknowledge the existence of the power dynamic and actively work to minimize it.				