



Kerrin: Hello, and welcome to the Untapped Philanthropy podcast. **I'm your host and Fluxx co-founder, Kerrin Mitchell.** I've spent my career exploring technology's role and amplifying impact within our social sector, and more specifically, helping funders to learn to leverage technology and data to connect and better serve our collective causes, constituents, and communities.

In this podcast series, my team and I will profile social sector leaders, public figures, philanthropists, and industry futurists to explore this fascinating intersection of funding, technology, and policy. We're here to analyze the most critical and formative topics and trends that shape philanthropy both today and tomorrow. We hope this series leaves you inspired to think and act through a more collective and visionary lens.

This week, I'm thrilled to welcome to the podcast author of the newly released book, Delusional Altruism, and philanthropic advisor, consultant and coach extraordinary, Kris Putnam-Walkerly. Kris, I'll hand it off to you and let you introduce yourself in your own words.

Kris: Well, thank you so much. I'm so excited to be here talking with you. So, I have been advising and coaching philanthropists for over 20 years, I work with funders of all sizes and types and locations, ranging from ultra-high net worth donors and families to leaders of grant making foundations such as family foundation's, community foundations, private foundations, as well as corporate giving programs and corporate foundations, both in the US and around the world. And really, my goal is to help them to increase the clarity, and impact and joy of their philanthropic giving. And I primarily do that in a couple of ways. One is by serving as a trusted adviser. And the second is helping them to develop and implement their strategies.

Kerrin: From a young age, your career, as I understand it was actually focused on philanthropy. At what point did you realize you needed to start your own consulting group? And what led you to do that?

Kris: Yeah, I'd say, you know, later, in my early career, I'll say I was working at Stanford University. And I was evaluating youth and gang violence prevention programs. And this was for a project funded by the California Wellness Foundation, it was their first big 10-year initiative focused on youth violence prevention. And so, I learned through that experience, really the value of philanthropy, and you know, if you're a funder, if you have nothing else, you have access to wealth, either your own wealth or somebody else's wealth. But it doesn't mean you're going to be effective. And they were very successful at bringing in the right experts identifying the right models and best practices and really thinking about, you know, different points of intervention, both from working in communities with young people to helping conduct research and fund research on gun violence and changing opinion leaders and shifting policies. And they really had a thoughtful approach and gathered top experts. And that made me realize that you can really make a huge difference with philanthropic giving. So, I went to work at the David and Lucile Packard Foundation, which at the time was, I believe, the largest in the country, if not the world, this is before the Gates Foundation was formed. And I really learned a lot about strategic philanthropy and grant making through that experience.

I'd actually begun consulting on the side as a subcontractor, to another consultant, Henry Ramos, and who was really my mentor in both philanthropy and consulting early on. And I learned through working with him that I really enjoyed consulting and philanthropy. And so I decided, ultimately, I kept getting offers for more and more consulting engagements from different funders and decided to go off on my own. And, you know, quite frankly, I was in my late



20s, I had no children, it was very easy to say, “hey, I'll give this a whirl and see what happens.” And you know, it's been successful and growing for the past two decades.

Kerrin: That's incredible. Actually, I grew up right around Stanford and I remember going through high school and getting opportunities to go learn at Stanford about philanthropy and such. So, it's such an interesting place, such a hub where I know a lot of great things coming out of, so that's incredible. And I know we'll dive into your book shortly. But before we do, I do want to give an opportunity to the listeners to learn a little bit more about Putnam Consulting Group, and what your aim is for the clients. So, if you wouldn't mind sharing a little bit more about that, and then we'll dive right into the book itself.

Kris: Yeah, so as I mentioned I work with a wide variety of clients, some of them are at the beginning of their philanthropic journey. Maybe they just recently inherited wealth or sold a business and came into wealth and are now trying to figure out what the next phase looks like and what philanthropy means to them. And sometimes I'm working with more seasoned donors and funders, who have had experience. In fact, I'm working right now with a client that's been giving for 20 years through their foundation, but they're wanting to rethink the next 20 years. But you know, regardless of where they are starting from, what's important to me is to recognize that I want to kind of meet them where they're at. So, if it's new to philanthropy, or experienced, or whatever their challenges are, there's usually some kind of growth or movement happening.

Either they're starting their philanthropic journey, or they may be shifting from being a responsive grant maker to a more strategic one, or they've been funding in certain kinds of issues and want to expand their funding and to others, or maybe you know, sort of take more risks or partner collaborate, whatever they might want to do. My goal is really to help them clarify what it is they want to accomplish. Sometimes that's their strategy. And I'm helping them create a strategic plan. Sometimes it's what is their giving plan for their family. Sometimes it's what kind of philanthropic family they want to become, or how to engage their children in the process. So really helping them to identify specifically what it is they want to accomplish. And then, you know, the various ways that they could accomplish it, and really landing on the best way for them. Because everyone, you know, each foundation is different, as you know, and every person is different in terms of what's interesting, and where their passions lie. And so I really try to help them come up with approaches and strategies and structures, in their giving that help meet their needs and their goals, you know, wherever they're at.

And so again, you know, sometimes I work as a trusted advisor, and that really means is that they've retained me for six months, 12 months or beyond to provide unrestricted access to me. That way, they can call me, text, zoom, or email as much as they want. There's no limit. You know, during reasonable business hours, at least, I can't answer the phone, I reply, I call them my back and within 90 minutes, because I want them to never feel that they're on the clock that they always have access to someone to talk about an issue, to brainstorm, be a sounding board, get advice, get feedback, without feeling like it's too small of a question. Or they have a limited number of hours or something to allocate for the month, because I want to be as helpful as I can to them to address any issues strategic or tactical they're working on. I also do a lot of work in certain ways. I work with a lot of foundation CEOs who are new to their role. And I have a program called CEO springboard that's really designed to help them especially in that first year to get clarity on what their goals are. It's a lot of CEO assessments and helping them stay accountable to what they're trying to accomplish.



And then I have another program called VIP strategy and coaching day, which pre-pandemic was a day spent together, where I can help them with whatever their goals are, and kind of it's a dedicated day to work on an action plan to help either get them unstuck or help them go to the next level of what they want to accomplish with their giving. And they walk away with an action plan of their next steps. And of course, now I do that also via Zoom, but we break it out over a few different days. And then, you know, strategy development. You know, one of the things I think this pandemic has shown us is the futility of spending a year to create a three year or five-year strategic plan. Because by the time you've created your plan, the world will have changed probably a few times. And so I work with my clients to really rapidly within like a day or a few weeks, create their strategy for the year, and then help them identify what's most important to actually implement that strategy.

Kerrin: I think that's one of the key things that a lot of people have seen when you talk about rapid strategy development. But the idea of timely strategy development, I think we're seeing a lot of foundations change the course of how they're working. And I've been thrilled to actually see that. While it didn't need to take an existential crisis to motivate them to do so it was something that I think was an extremely positive outcome about you meet the needs of people in a way that gets them that real time support, whether that be of course in disaster relief, but more importantly, even systemic change and understanding how to expedite that through and move quickly.

You can take away a lot of the hurdles that oftentimes are, prohibiting them from moving forward – the sort of plodding along that I think oftentimes we've seen them too. So anyway, I'm totally with you there. I've been kind of watching that as one of the sub themes of philanthropy that I've been really pleased to see take hold and a lot of the largest foundations that we work with are starting extraordinary change that, fundamentally, everyone from Darren Walker, to others are seeing through. So, it's been cool. I'm with you. And you know, in that you talk a lot about how there's a culmination of so much research and knowledge that you've gathered over your years in philanthropy and consulting. And this is of course brought you to writing *Delusional Altruism*, which is one of the one of your many books, of course, that you've brought forward to this ecosystem and knowledge base. So *Delusional Altruism, Why Philanthropists Fail to Achieve Change, and What They can do to Transform Giving*. You split this book into two parts. Part One focusing on the many common delusions that funders have, many of which are steeped in those outdated methods and antiquated mindsets.

And in part two, you focus on what funders can do to transform that giving into an abundant mindset, a focused intent, obviously, this is very timely, right now as we just talked about how the industry is grappling with the ramifications of the pandemic. I'd like to start by looking at that part one of your book, and how funder delusions and outdated methods of working continue because of fear of change. I know you mentioned fear, failure, and disappointment. I imagine this mindset is something you're focused on a lot of your coaching and with your clients, a lot of its focus there. Tell me, how do you help funders understand some of these entrenched delusions? And from there, how do you help them face those fears in a way that feels constructive?

Kris: Yes, so delusional altruism? First, let's kind of define what I'm talking about. And what I'm not talking about. By delusional I don't mean crazy. I mean, that funders, you know, genuinely want to make a difference. They want to change the world or change their neighborhood for the better and you know, have a positive impact. And that's, you know, they're genuinely altruistic, but they are often getting in their own way. And that's the delusion they're getting in their own



way. They're preventing themselves from having the impact that they want to have. And often, they don't even realize this is happening. And when they don't realize it's happening, they can't possibly make a change. And so, I wrote the book, really, because I had seen these patterns, you know, for so many years that I felt, you know, it'd be helpful to document what some of these manifestations of delusional altruism are, and help funders recognize their own behavior. and identify practical strategies they can take to make changes that can be more transformational in their giving.

And a key theme of the book is that how you give matters, it's not just how much you give or to what causes but the ways in which you give. And by transforming yourself as a donor or funder, you can actually have, I think, a more lasting and transformational impact on whatever issue or cause or community that you care about. And one of the primary delusions, the first chapter of the book is really about the scarcity mindset. And I think that, you know, we often equate wealth with abundance. But I think the number one thing that holds funders back is having a scarcity mindset. And this is surprising to many, but I think, you know, by scarcity, you have this kind of misguided belief, that by maintaining a sparse operation, you're somehow delivering greater value on the issue or the community or the cause that you care about.

And you know, part of it really is a mindset. So, it's things like limiting yourself based on your current capacity as a funder, believing that you're too small to make a difference. You want to end homelessness, but you only have X amount of dollars, and how could you possibly solve the problem? So instead, you'll, you know, fund the food pantry. And so, it's this belief that, you know, keeping yourself small, believing that you can't make a difference, or even sometimes simply not trusting yourself to make a decision. I see that happening often with funders. I mean, one example is, I was working with a client that wanted to conduct strategic planning, which is great. And she wanted to start with conducting an environmental scan, like a benchmarking scan of how their foundation compared to other foundations in their community. And it really made no sense because, you know, it's like comparing apples to oranges to zebras to cows, you know, like, how do you compare a family foundation, to a community foundation, to a corporate foundation, which are each working in different issues and topics and neighborhoods? Really what it was kind of not trusting themselves to have this to make decisions on their strategy, and kind of first wrapping themselves up in this data blanket that somehow, they conducted the scan.

So, part of the scarcity mindset it really holds people back from achieving what they want to achieve. But the way it manifests itself also is through lack of investment. And by this, I mean, first a lack of investment in yourself as a funder. I think too often, funders don't recognize that in order to have the greatest impact, they need to be the best philanthropist, they can be the best program officer, the best foundation leader, the best foundation or corporate giving program. And so, you know, I don't mean like taking off to the Bahamas and staying at the Four Seasons for your board meeting. I mean, investing in your own learning your own talent, your professional development, technology, capacity, board, governance, you know, in relationship with your board, chair, whatever it might be investing in yourself, investing time to build trusting relationships with grantees, investing in your knowledge and resources, so that you can be as effective as you can be hiring advisors, or coaches, whatever it is, recognizing that you deserve that I think too often funders actually feel guilty, that they don't deserve to invest in themselves.

But I think you need to make prudent investments in yourselves to be as effective and knowledgeable as you can be, so that your philanthropy can have the greatest impact on



whatever you're focusing on. And then certainly, the lack of investment applies to lack of investment in grantees.

We often hear that a default approach to funding is thinking about overhead. And ideally, the lack of overhead, right? This, you know, people will always say, Well, this is a great organization, and you know, they only spend 2% on overhead. So somehow that's good, or, you know, just a lack of willingness to invest in general operating support, lack of willingness to provide multi years of funding. You're sort of constantly as a funder holding back the scarcity mindset of holding back your investment. But I think it's misguided because you know, if you believe in, you know, an issue, whatever that is, early childhood education, arts education, and you want to you have an a nonprofit that you support, and a leader that you really believe in, well, wouldn't you want them to have top talent, the ability to evaluate themselves and make course corrections, a great strategy for communication and outreach, fabulous financial management practices, a great board of directors, it's really engaged. Like, of course, you want all those things, right.

You want them to be as successful as they can be, so that the impact they have is the greatest they can be. But too often funders hold back investments in all of those areas, somehow believing that they're bad. I mean I tell the story in the book of one funder that would only fund programs but wouldn't actually fund the personnel to run the programs. So, they could literally like fund a tutoring program. But they wouldn't pay for the tutors, or they'd be willing to support policy advocacy, but wouldn't pay for the advocates. And it makes no sense. Right. But somehow, they felt that that was prudence. And really, I think it was just delusional

Kerrin: That makes complete sense. And in that scarcity mindset, you shared a couple examples, of course where you've seen us come through with your clients. Um, are there any examples that you want to share explicitly, either that demonstrate the change you want to see? Or perhaps even how this could apply to the current pandemic?

Kris: Well one of the things we've seen that you alluded to earlier, is how people have responded during the pandemic, a lot of funders have dropped the scarcity mindset like a hot potato, and have made rapid investments, and both just taking existing grantees, for example, and then shifting the funding from a program or a specific project to just removing all those restrictions and converting the grant to a general operating support grant. And really with that, saying to the grantee, we trust you, we believe that you are best positioned to navigate this for your pandemic for your organization, to avoid few further problems to pivot to take advantage of opportunities, or even just guarantee your survival. So, we're going to give you a general operating support grant so you can use the money however you want.

A lot of them are also removing restrictions around application deadlines and application questions and reporting expectations and things like that. Just making it easier getting the money out the door faster. And there's also been some research recently from the Center for Effective Philanthropy, that has shown the percentages of funders that are actually have been doing these practices. And its really remarkable how many funders have done this. And I think the key going forward is to maintain these new best practices in the years to come. So, you know, my feeling is if you could pull off general operating support in the middle of the worst global crisis in a century, like you probably can do it two years from now also.

Kerrin: I think it's been really interesting. I have friends that are EDs that did exactly that they opened it up to general operating. And we believe you to be both responsible and directed



enough to be able to define how to best serve this. And it was interesting some others wanted to redirect their money. And it was such a contrast. But obviously, the former of the two being just the way that you hope and move forward together. I think it's the only way when you look at understanding how to build a collective, how to actually take a mindset, almost democratize that conversation so that the beneficiaries and the impactors are actually working together, instead of in the power struggle of you must do this.

It's such an interesting thing to, I've seen other people flip again, a minority group of people flipped the other way. But I think living in that space of general support living in that place of authorship, it really does bring the conversation to a different level about how do I support you, as you are now, in a position of the grantee to do amazing things. So, I'm definitely with you. It's been a very welcome change. And I know, you've documented a bunch of those in the past, too – things you'd hope to see continuing going forward. But as I see it, and in the murmurs that I hear in the cohort of foundations I work with, which are some of the largest ones in the industry, they really do get that too. So, I'm hoping it's a change that's, that's here to stay in that sense. So, I mean, in that, actually, let's jump ahead maybe to the second part of your book, where you dive into this concept of abundance. Would you talk us through a little bit of how you define abundance in philanthropy? And what does that mindset look like for funders and grantees?

Kris: Yeah, I mean, abundance, really, is this belief that the more you put into something, the more you're going to get out of it. It really isn't that more complicated. And so, I think the abundance mindset, it doesn't necessarily mean you're tossing more money at the problem, right? But it can mean lots of things, it can mean that you as an individual, or as a funder, are proactively generous, that you give your time. You know, if a grantee or grantseeker is calling for advice or funding, you are willing to have a conversation with them, you recognize that you're more than money, and you have more to offer than a grant, you might have expertise, you might have connections in the community, you can open doors for grantees, let them know about other funding opportunities, you know, funders are in a unique position, I think, to have a really great bird's eye view on a community or an issue or a cause or a problem, because they're not so like buried heads down in it trying to survive the work.

And so, there's a lot of knowledge and insight that can be shared, as well as you know, actual different kinds of resources, sort of how corporations can share, you know, conference rooms, again, whenever we can convene, and personally, right, and so there's nothing about the nonprofit that, you know, at the beginning of the pandemic, that was freaking out trying to figure out how to, or if to apply for federal loans. And if you didn't have a relationship with a banker, it was really hard to know, how do you apply? What does this mean? What are the rules, the rules seem to keep changing? If you know, of course, you had a bank account. But if all you had to go with that was an 800 number, or the teller, you know, rocking into the bank into the retail bank, then you don't really have a lot of information or access right?

You're an advocate, and so simply as a person or a funder to be able to introduce your nonprofit grantee, to your banker and say, "hey, this is someone I think you should talk to." And then make that introduction. that's hugely beneficial, right? It costs you nothing as the funder, and not even much time really, but there's, you know, there's all kinds of ways so being proactively generous and recognizing you're a lot more than you have a lot more to offer than a grant. You know, certainly I think, really, to go along with that the opposite of a scarcity mindset, really believing that you deserve the best. And again, by that, I don't mean the best yacht. I mean, the best information, knowledge, and technology – think of the funders that back in March. They had no ability to make online grant payments, right.



There's a lot of fun, a lot of smart, talented, progressive, big funders only could write grants with paper checks. And then suddenly those paper checks were locked in an office that they were not allowed to access. And they were in a state of panic. And I talked to a lot of these foundation CEOs. On top of all the stress, they were trying to get money out the door quickly, they were trying to help nonprofits and safety net organizations, and they literally couldn't, because they had no way to get money to them. So simply despite recognizing the importance of investing in yourself, you deserve the best advice, you deserve to have the best governance etc. And also, you know, really thinking big and thinking beyond your grant budget. One of the examples I'd like to share is of Mitzi Perdue, who is a philanthropist and business leader, and professional and author. She's also was born into the Sheraton Hotel family and was married to Frank Perdue of Perdue farms. So, she also has a lot of family wealth. And she has a foundation, and she has organizations she supports. And she was listening to somebody give a speech about child trafficking, and human trafficking. And she thought to herself, well, this is horrifying. And I must figure out a way to support this organization to help them. But she was making a mental calculation in her head and recognized if I give money to this anti trafficking group, I'll have to give less to the other groups I was planning on funding. And she didn't want to do that. And so, then she remembered that she had this piece of furniture that had been given to her by her parents she had inherited, it was, you know, from the 17th century in Italy, it was worth a lot of money. And if she could auction it off, she could quickly raise money to then come up with new money to give to this group. And then she thought, well, if I can do that, I bet a lot of other people can too.

And so, she decided to launch a whole auction and reached out to her Rolodex and people that she knew to encourage them to make contributions of items to be sold at auction, and it's still in existence. It's called win this fight. If you go to winthisfight.org, you can learn more. There are people donating buildings, yachts, diamond jewelry, I mean all kinds of things. And again, she recognized she's more than money. So, she also reached out to her colleagues at PBS, she reached out to auction houses, there's an auction house doing this without a commission. So more of the money raised to the auction can be donated to these child trafficking organizations. So again, she thought big, she thought beyond her existing grant budget, and is making a huge contribution to the world really around anti child trafficking. So, I think, you know, certainly investing in your nonprofit organizations, I think is the other way to embrace abundance.

Kerrin: Yeah, I'm familiar with some of these places where people have brought, like you said, more to the table than just their grant budget, the Jessie ball, DuPont Fund down in Florida has this absolutely stunning building that they were able to bring to the community. And they offer it not just for events, but also to all the local nonprofits to actually be a part of so that they can take that huge chunk of cash that is around a physical presence in an office. I mean, I'll be funny during COVID times, to think about what that would look like. But the fact that they are willing to, like you said, take a resource that they have, and then make it extensible and available to that the the folks not just in the community, but the nonprofits themselves, it really is a great way for people to start thinking differently about the things that they have.

So I've always been just intrigued by ways that people have gotten creative. I think that's a great example you gave about Miss Purdue. I had no idea actually, that's an incredible organization that I will definitely now look up a bit more on. So, in that you're looking at them to employ new tactics and approaches, are there certain things that you're doing when you're working with them? What are the right questions that you're asking to kind of open up their mind? What do you think is the key to driving impact in our sector through some of these



abundance mindsets? Are there things that you could share with the community? I know a lot of foundations right now are listening things that they should be thinking about our questions? Maybe they should be asking themselves along the way here.

Kris: Yeah. So, I think questions are really important, because if you ask yourselves the wrong questions, it can lead you down the wrong path. And if you ask the right questions, it can lead you down the correct path or the right path for you. And I wrote about this extensively in my book, in fact, I have a chapter that outlines 12 questions I think all founders should be asking. And one of the most important ones is asking what, but in particular, asking what before asking how? And by that, I mean, really kind of thinking about your strategy. What are you trying to accomplish before thinking about your tactics or how do you want to accomplish it? And I think too often, all of us, really, it's not just funders, it's people in the business community too. We kind of jump to tactics, we jumped to the how, but you really can't possibly figure out how you want to do something until you first decide what you want to do.

And I guess that sort of sounds obvious. But it doesn't have to vary as often as we'd like it to, in that order. So I think you know, again, and this also goes back to thinking about your strategy. And, you know, I help funders develop their strategy, and I want them to think about the next 12 months, because you really can only plan out about 12 months and anything, then you have to assume that you'll need to be agile and adapt along the way. But, you know, I asked questions like, what are you trying to accomplish in the next 12 months? What kind of philanthropists do you want to be a year from now? What kind of impact do you want to be having? What should this foundation look like and smell like and sound like a year from now?

And only then, you know, do you look at where you are today? And then figure out the how, like, how are we going to get from where we are today to where we want to be in 12 months? You could do all kinds of different things. But what are the most important things? What's that 20% of effort that's going to drive that 80% of results? What are the three or four max most important things that you should focus on to get you from where you want to be to where you want to go? And that's the same if it's, you know, if you're focused on your strategic plan for the year or you're trying to plan anything, your communications plan, your grant making, plan, your wedding, whatever you're trying to plan, right?

I think another important one is, what do we already know? I mean, it's a really important question, because I think too often, whatever we're trying to do, we immediately jump to, you know, somebody else must know this. I don't have the information. So let me embark on, you know, some extensive data gathering exercise to inform myself and this is where you see, I think a lot of environmental scans and needs assessments and research projects and focus groups and all these collaborative decisions are really good. But I think often and again, this is, based in fear, fear of not having enough information, fear of making mistakes, and really kind of a scarcity mindset, we kind of shockingly, like spend a lot of money and time on gathering all this data to inform us and what we should do instead. So first ask, what do we already know? Because I think chances are you, me, any funder probably knows about 80% of what they need to know, to answer the question, if they just took the time to ask themselves and brainstorm and write it down.

Let's say you recognize that opioid addiction has been increasing in your community. And you want to begin funding in that, but you think, well, I don't know anything about substance abuse treatment. Well, okay, maybe you don't think you do. But what else do you know about right? Maybe you've been mental health for a number of years. And so, you know a lot about mental



health. Well, they're not dissimilar issues, right? You know a lot about the stigma attached to both of those issues, and how that prevents people from seeking treatment. It prevents funding, it prevents a lot of things to get people help you know about the lack of funding and resources for mental health and also substance abuse treatment, you might recognize that just like with health insurance, there really isn't adequate health insurance coverage for mental health, or for substance abuse.

You as a business leader might know a lot about you know, scaling, a nonprofit or starting an organization or start, you might know a lot is having been on boards of directors about nonprofit funding, and so you and finances and accounting, and so you might know about that can help you figure out how to start a foundation. There are all kinds of things that if you just took the time to document it, even documenting, like, who are the top three experts that I should talk to? What do I think are the best organizations that would provide the most useful information to inform me on this issue? There are all kinds of things that you know, and then once you figure out what you know, then you ask the next question, which is, what don't I know? Because there's also a lot that you don't know, right? But if you figure out what you know, then that what you don't know, you can get that information much faster and cheaper because you're going after specific types of information, specific questions you need to answer. So yeah, you might know a lot about mental health and stigma and its relationship has similarities to substance abuse, but you might not know which are the best substance abuse treatment providers in your community? Or you might not know, yet do I want to focus on prevention or treatment? You know what I mean? So, then you go after that bit of information, and I think you can really save yourself as a funder, a tremendous amount of time and money by first asking what you know, and then what you don't know.

And then ask, who else do we need to involve to help us figure this out? Because chances are pretty high that by asking the people who are impacted by whatever issue it is, if it's ending homelessness, talking to homeless people, or formerly homeless people, if it's supporting racial justice issues, talking to people that are impacted by those issues, if it's supporting prisoner reentry, talking to people that are working on the ground in prisons, and helping them with reentry, talking to those families, talking to those formerly incarcerated individuals, to really learn from their experience, what works, what doesn't work, what do they need to inform your work?

Kerrin: I think that is fantastic. And also comes back to that concept we talked about around how we get people to move in a timely manner to meet the challenges of today. And part of that, to your point is not, I don't want to ever say it's not wasted. But spinning on issues without having a directive place to go look at the research. So those questions you mentioned, helping to take some of that guesswork and some of that to be honest time out. And really focusing in on the places that you need help to execute you want to do that absolutely resonates, especially in today's world. So, thank you for all those insights. And I actually do recognize we're coming up towards the end of the podcast. So maybe we can end this podcast time. But I like to do a few little rapid-fire questions, just running through a series of short, quick questions. I encourage you to respond with the very first thing that comes to your mind. Does that sound fun? Exciting?

If you could snap your fingers and change one thing about the grantee or funder experience, what would it be?

Kris: I think I would remove the fear, actually. And I think for the nonprofits too often they're fearful of their funder. Yeah, because of the never-ending power dynamic. And so I want



nonprofits to recognize the value they bring to the funder, and see them as peers to their funder, and remove that fear.

Kerrin: Absolutely. Collaboration is absolutely the backbone of philanthropy. What is one collaborative method that you would like to see funders do more often?

Kris: Ooh, well, I think the COVID rapid response fund model has been stunning, and very effective in a lot of communities. And so this is when you know, multiple funders come together, create one application process, one way to raise funds, and then deploy those resources effectively and equitably across the community. And you know, the ones like the one in Cleveland, greater Cleveland, for example, was able to, you know, be up and running within eight days, and was getting money away weekly, for 19 weeks in their first phase. So I think the speed, and the collaboration has been really effective.

Kerrin: Awesome. All right. And this is a kind of random one. If you could have dinner with anybody, philanthropy or any philanthropist alive or, or historical, who would it be?

Kris: Ah, I think it would be Melinda gates.

Kerrin: Fantastic. And then final one, where do you hope to see philanthropy evolving in the next five years? I know it's a longer answer, but very curious for your short version.

Kris: Yeah, so I actually feel that you know, that rapid strategy development, so quickly creating a plan based on the information you currently have available, and then implementing it immediately for as long as it makes sense. And then changing it quickly as conditions change. I mean, to me, that's the key to all of this. And actually, for any of your listeners that want to learn more, I have a whole article, a little guide that describes how to do that. It's called eight things every philanthropist can do to change the world. Even when the world keeps changing. And it's a free, you know, quick guide to help you, you know, really create a plan you can count on especially as conditions all around us keep changing.

Kerrin: Wonderful. And thank you just so much for joining the podcast today Kris, and sharing all about yourself, your work, and your insights is absolutely fascinating. I am just so appreciative. Thank you.