What’s Next for Philanthropy in the 2020s
Flipping Orthodoxies: General philanthropy deck
About this Document

This document is intended to accompany the Flipping Orthodoxies overview, which was created as part of the field-wide “What's Next for Philanthropy in the 2020s” initiative supported by Deloitte Tax LLP, the Robert Wood Johnson Foundation, the John D. and Catherine T. MacArthur Foundation, the W.K. Kellogg Foundation, and the McConnell Foundation. The initiative engaged more than 200 philanthropy executives, professionals, donors, board members, experts, and grantees in a dialogue about the current state of philanthropic practice and where it might be headed in the coming years. To learn more about What's Next for Philanthropy in the 2020s, visit www.futureofphilanthropy.org.

For more information on the Flipping Orthodoxy exercise, please review the instructions in the overview document.

To produce your own customized Orthodoxy Card Deck, print the following pages, double-sided, “Actual size” on heavy card stock. Combine those pages with any additional Expansion Packs that are relevant to your philanthropy (e.g., Community Philanthropy, Family Philanthropy, etc.), which can be downloaded separately from the website.

Once you've printed the relevant additional pages onto card stock, cut the combined set of cards to size (eight cards to a page) to create your full deck. Most copy centers or print shops can print and cut the cards for you. Make sure to print one deck for each small group participating in the exercise.
<table>
<thead>
<tr>
<th>We should stay out of public policy</th>
<th>We should stay out of politics</th>
<th>Donors are the best people to decide where to give money</th>
</tr>
</thead>
<tbody>
<tr>
<td>We shouldn’t take controversial positions</td>
<td>We should focus on problems where we can show clear impact</td>
<td>We should support proven approaches</td>
</tr>
</tbody>
</table>

**INSTRUCTIONS**

Deal out the full deck of cards around your table. It doesn’t matter if people have a slightly different number of cards in their hands.

Look at your hand of cards. For each card, think about the orthodoxy described and consider: Does it still make sense? What would it look like if you flipped it — partially or completely? What impact would flipping this orthodoxy have on your organization or community?

Choose the card with the orthodoxy that is most interesting to you. Why is it interesting? What would it look like if you flipped it — partially or completely?

“Play” the card at the center of the table. In 30 seconds or less, explain the orthodoxy to your colleagues, telling them why you chose it and what it might look like if it were flipped. Go around the whole table, with each person playing his or her orthodoxy.

Discuss the cards on the table. Choose or vote on one orthodoxy that the table finds most appealing. Write one sentence directly on the card about why it was so interesting to the group.

Share back with the full group in 30 seconds or less.

This exercise is part of the What’s Next for Philanthropy in the 2020s initiative. For more information, visit [www.futureofphilanthropy.org](http://www.futureofphilanthropy.org).
Flipping Orthodoxies
General Philanthropy

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Monitor Institute
by Deloitte

Monitor Institute
by Deloitte

Monitor Institute
by Deloitte

Monitor Institute
by Deloitte
Failure should be avoided

Our role is to lead

We work in the nonprofit world

We shouldn’t draw attention to our giving

We know the community’s needs and issues

Giving is about the heart, not the head

Large organizations are the best charitable investments

Our money is our most important asset
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<table>
<thead>
<tr>
<th>Philanthropy should be easy</th>
<th>Philanthropy is about nonprofits</th>
<th>Philanthropic giving should be kept separate from other investments</th>
<th>Philanthropy requires less rigor and analysis than business</th>
</tr>
</thead>
<tbody>
<tr>
<td>For-profit and non-profit activities shouldn't mix</td>
<td>Philanthropy is about getting recognition</td>
<td>Solutions to social problems come from nonprofits</td>
<td>We can make a difference on social problems on our own</td>
</tr>
</tbody>
</table>
Flipping Orthodoxies
General Philanthropy

What's Next for Philanthropy in the 2020s

Monitor Institute by Deloitte
<table>
<thead>
<tr>
<th>We are neutral</th>
<th>We know what others are doing</th>
<th>The community comes to us, not vice versa</th>
<th>We should spread our resources across many recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philanthropy can’t shift cultural norms and narratives</td>
<td>Problems can be solved by an individual organization</td>
<td>We support organizations</td>
<td>We should be hands-on with grantees</td>
</tr>
<tr>
<td>We should be hands-off with grantees</td>
<td>Impact assessment is for grantees</td>
<td>We should plan comprehensively before “doing”</td>
<td>Our grantees give us honest feedback</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>----------------------------------</td>
<td>-----------------------------------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>We should only give grants to things that are “on-strategy”</td>
<td>Beneficiaries are “receivers”</td>
<td>Solutions come from the “sensible center”</td>
<td>Good stewardship of resources requires close monitoring of grantees</td>
</tr>
</tbody>
</table>
We can’t support movements

Donors need a foundation to do their work

We work independently from other funders

Low overhead is the best way to judge a nonprofit

Philanthropy is safe from public critique

Add your own orthodoxy

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