

Monitor Institute  
by **Deloitte.**

# Adjacencies & Hypotheticals

*Increasing opportunities  
for quick and simple  
feedback*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Airports** use smiley terminals where passengers press a single button, either a smiling or frowning face, to provide immediate feedback about their experience (e.g. airport security, bathrooms).

*What would it look like if funders and nonprofits began to use much simpler, but much more accessible reporting approaches?*

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# Adjacencies & Hypotheticals

*Co-creating with users  
to discover new ideas*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**LEGO Ideas** is an online platform where participants can submit their own designs and discover ideas by other fans. Fans provide feedback on product ideas and vote on design submissions, and the LEGO Review Board evaluates all ideas that get 10,000 votes. Those that are chosen become LEGO products that are sold worldwide. The product creator earns a percentage of the sales and is featured on packaging and marketing.

*What would it look like if social sector organizations, as a habitual practice, sought input and ideas from constituents in the design of programming?*

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# **Adjacencies & Hypotheticals**

*Fostering a constituent-  
centric culture*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

Alex Turnbull, the CEO of **Groove**, spends at least 20 hours each week on customer support. The company's all-hands customer service model—where everyone on the team spends some time responding to customer support requests—helps employees “feel the pain” of the customer and be more empathetic when making product decisions.

*What would it look like for funders and nonprofits to build greater global awareness of their respective constituents' wishes and preferences?*

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# Adjacencies & Hypotheticals

*Providing a forum for  
users to learn from one  
another*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**PatientsLikeMe's** Open Research Exchange is an open platform for developing, validating, and sharing health outcome measures that better reflect patients' experiences with a disease. Researchers, can get feedback from real patients to test and improve health outcome measures to make them more relevant to a patient's health and quality of life.

*What would it look like if funders and nonprofits created platforms where constituents could share their information and learn from one another?*



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# Adjacencies & Hypotheticals

*Aggregating user data  
in real-time for common  
benefit*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Waze** is a community-based traffic and navigation app that allows drivers to passively share real-time traffic and road information. Waze aggregates the information it receives to develop a more accurate picture of traffic patterns, which improves the quality of daily commutes. Waze has also begun to move to predict future traffic patterns for “planned drives,” further improving the driver experience and congestion around high density areas.

*What would it look like if philanthropy invested in the technology to enable constituents to passively contribute data that is visible to and benefits the community more broadly?*

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# Adjacencies & Hypotheticals

*Inviting users to  
personalize their  
experience*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

The buyers of **Local Motors'** cars, motorcycles, and even electric skateboards can customize their experience at every stage in the process. Using digital technologies such as computer-aided design (CAD) files and 3D printing, Local Motors' customers can participate in initial conception, design creation, and even final production. Any customer who buys the company's flagship car can build the vehicle in the company's factory with assistance from the Local Motors team.

*What would it look like if nonprofits and funders provided feedback avenues for constituents to design the services they require?*

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# Adjacencies & Hypotheticals

*Connecting people  
trying to solve similar  
problems*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

An online program called **GeneMatcher** allows clinicians and researchers to enter a gene into a database and search for others in the world who work with patients who have mutations in the same gene. GeneMatcher requires clinicians to enter information about the gene, along with an optional description of the patient's condition, but does not require the patient's name or any other identifying information.

*What would it look like if social sector organizations could quickly identify others tackling similar problems?*

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# Adjacencies & Hypotheticals

*Creating community  
platforms to share  
information and foster  
collective action*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Nextdoor** is a free private social network for neighborhood communities. Nextdoor provides a platform where neighbors can: quickly get the word out about a burglary, coordinate a neighborhood watch group, get recommendations for a babysitter, or find the best house painter.

*What would it look like if funders provided nonprofits or constituents with a way to connect and learn from one another at scale?*



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# Adjacencies & Hypotheticals

*Using real-time data to  
integrate and adapt  
service needs*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**The city of Helsinki** is developing a real-time marketplace that would enable customers to choose among transportation providers to create the fastest or cheapest way of getting to their destination. Bus routes would dynamically change to respond to current demand. Customers would have a personalized travel experience by accessing different options with their phone: a ride-share, an on-demand bus, traditional public transit, or even an automated car. The ultimate goal is a city where private cars aren't necessary to get around easily.

*What would it look like if social sector organizations could create integrated platforms that allowed constituents to see comparative data to inform their choices?*

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# Adjacencies & Hypotheticals

*Finding creative ways to  
overcome biases*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Blendoor** is a blind recruiting application that hides candidate names, dates and photos to mitigate unconscious bias in hiring. Employers are provided with only merit-and skills-based data on candidates from which to evaluate their credentials.

*What would it look like for funders and grantees to examine the biases implicit in their processes and systems?*

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# Adjacencies & Hypotheticals

*Flipping the lens from deficit framing to asset framing*

Better empowering constituents and promoting diversity, equity, and inclusion

Rather than solely focusing on risk factors for substance abuse among boys and men of color, the **Substance Abuse and Mental Health Services Administration** (SAMHSA) highlights protective factors and the unique strengths of populations when developing evidence-based, culturally appropriate and effective prevention solutions. For example, strong ethnic identities, community connectedness and practicing cultural traditions are all associated with lower substance abuse for boys and men of color.

*What would it look like if funders took a more asset-based approach when thinking about measures and metrics?*

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# Adjacencies & Hypotheticals

*Creating new incentives  
and training to drive  
accountability for equity*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Abbott** links executive compensation to diversity metrics, which includes everything from overall corporate diversity targets to individual goals such as being a cross-cultural mentor. Executives at the top three levels of the company are all trained to participate in a formal cross-cultural mentoring program.

*What would it look like if funder leadership were specifically assessed on their ability to increase diversity in monitoring, evaluation, and learning functions?*



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# Adjacencies & Hypotheticals

*Enforcing guidelines  
that promote equity*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**USA Ultimate**, the governing body for the Sport of Ultimate, requires that an equal number of Men's and Women's Division games must be broadcast as part of their media contracts.

*What would it look like if funders insisted that grantees use an equity lens in evidence development?*

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# Adjacencies & Hypotheticals

*Providing broad-based  
cultural competence  
training*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

## **Association of American Medical Colleges (AAMC)**

provides the Tool for Assessing Cultural Competence Training (TACCT) for use in medical schools, to integrate cultural competence in all aspects of medical training. TACCT is a 67-item self-administered tool to evaluate cultural competence content across the entire medical school curriculum, in an effort to eliminate racial and ethnic disparities in health care.

*What would it look like if funders and nonprofits made cultural competence training a necessary part of their requirements in hiring external evaluators?*

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# Adjacencies & Hypotheticals

*Collecting data to  
assess equitable  
performance*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Portland Parks & Recreation (PP&R)** now gathers race/ethnicity information from all customers who register for camps and classes, as well as purchase passes to their facilities. This allows PP&R to track how well they are serving the various racial and ethnic groups living in Portland as compared to census data, and to make adjustments to make sure they are serving all members of the community.

*What would it look like if social sector organizations across the board used their data to assess whether their programming and processes were truly representative of all of the communities they served?*

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# Adjacencies & Hypotheticals

*Using data to assess  
differential impact*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Oregon's Criminal Justice Commission** provides racial impact statements to legislators that assess the different racial impacts of proposed criminal justice and child welfare policies. While legislation may seem race neutral on its face, it can have disparate effects on people of color. The racial impact statements enable legislators to understand the real consequences of proposed legislation on different communities.

*What would it look like if funders routinely estimated the racial impacts of their programming to assure that they were promoting equity with their giving?*



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# Adjacencies & Hypotheticals

*Using positive data to  
make the case for  
diversity, equity and  
inclusion*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**HR units** in the corporate sector are actively using positive data to make the case for increasing the focus on diversifying company talent. Companies within the top quartile for racial and ethnic diversity, for example, are 35% more likely to experience above-average financial returns.

*What would it look like for philanthropy to begin collecting data assessing the positive impact of diversity on philanthropic teams and decision making?*

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# Adjacencies & Hypotheticals

*Using data analytics to  
level the playing field*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Deloitte UK** is using “contextualization” in its screening process to mitigate social mobility disparities. In addition to masking where an applicant went to school, the company uses a comprehensive algorithm that positively credits students who have overcome tough situations. For example, the algorithm will recognize applicants who did well in school in spite of being the first in their family to obtain a university degree.

*What would it look like if social sector organizations truly acknowledged preconceived biases and broadened the focus in hiring for monitoring, evaluation, and learning?*

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# Adjacencies & Hypotheticals

*Identifying and tapping  
into exceptionally  
inclusive leaders*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Pinterest** analyzed employee engagement data to identify elements of manager inclusiveness and created a single inclusiveness scale. These included questions like “I feel safe speaking up” and “I feel like I’m part of the team.” They are incorporating these learnings in trainings and a comprehensive playbook based on the behavior of their “exceptionally inclusive” managers.

*What would it look like if funders deliberately measured diversity and inclusiveness in their own organizations and identified exemplars to lift up as learning examples?*

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# Adjacencies & Hypotheticals

*Identifying high-priority  
user needs with data  
analytics*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Camden Coalition of Healthcare Providers** has used the power of geospatial analysis to find patient “hot spots.” Their analysis revealed that a relatively small number of patients, often in the same geographic locations, account for a disproportionate share of health-care spending: In Camden, N.J., residents in just two buildings accounted for nearly \$30 million in services. Through efforts to better coordinate the health care of these patients and address their social needs, the Coalition cut these health care costs in half.

*What would it look like if funders and nonprofits used big data analytics to see patterns in usage and adjust the way their programming was targeted?*



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# Adjacencies & Hypotheticals

*Creating comprehensive  
user experiences*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

In 2008, **Disney** developed a way to streamline the experience of their amusement park guests. The “Magic Band” is a wristband with a radio transmitter that is worn by guests and streams data about where guests are in the park and what they’re doing. It enables guests to easily gain access to the park’s attractions, FastPass entrances, and their hotel rooms, as well as automatically purchase food and merchandise without waiting in line. The “Magic Bands” were designed to remove friction from the park experience.

*What would it look like if funders and grantees tracked the constituent experience from inception to conclusion?*

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# Adjacencies & Hypotheticals

*Allowing users to  
choose what's most  
relevant to them*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Hipmunk**, an online travel search engine, enables users to sort options by “agony” in addition to traditional filters like takeoff time and price. The “agony” metric combines price, flight duration, and number of stops, providing customers with a fuller picture of the emotional experience of their flight choices.

*What would it look like if we shared social impact data in ways that were more responsive to the (emotional and human) factors actually used in philanthropic decision making?*

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# Adjacencies & Hypotheticals

*Developing a holistic  
view of user needs*

Better empowering  
constituents and  
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**ChildStory** is an information technology system in Australia that places the child at the center of their story and enables sharing and coordination by their network of family, careers, caseworkers, and service providers to make sure they are safe. Each network member will be able to access information about the child and tools for every stage of the child's journey, including the child him/herself.

*What would it look like if funders and nonprofits developed constituent-centered, integrated platforms that allowed the tracking and coordination of services for constituents across organizations?*

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# Adjacencies & Hypotheticals

*Experiencing the users'  
perspective*

Better empowering  
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**Adobe's** employees participate in the company's Experience-a-thons as product users to obtain a customer's perspective. Employees provide immediate feedback as they engage with different aspects of the product. "There is such an opportunity to have our employees experience our products and services firsthand before we offer them to customers," says their executive vice president of customer and employee experience. "By combining employee and customer experiences, we are able to create rich customer experiences through high levels of employee engagement."

*What would it look like if funders and nonprofits tested their services on themselves before working with other constituents?*



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# Adjacencies & Hypotheticals

*Deliberately seeking  
different perspectives*

Better empowering  
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**The Mayo Clinic** was the first academic medical center to assemble a diverse set of doctors, designers, and project managers to drive innovation efforts in the organization. The center transformed health care delivery and the experience of patients with this interdisciplinary group by testing hypotheses, observing interactions between patients and medical staff, and developing new ideas about ways to provide care.

*What would it look like for funders to deliberately expose themselves to contrarian ideas and information that would challenge their thinking?*

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# Adjacencies & Hypotheticals

*Enabling users to  
submit data to learn  
about themselves  
and others*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**The American Gut** project is a crowd-funded citizen science project. Participants can learn about their body's own microbes while also contributing to the broader understanding of how the microbiome affects everything from autism to alcohol consumption. American Gut is a project built on open-source, open-access principles, as participants have access to their own data and de-identified data is publicly available.

*What would it look like if constituents could share their data and have the ability to compare their information to, and learn from, other constituents?*

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# Adjacencies & Hypotheticals

*Protecting how sensitive  
information is shared in  
public spaces*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**YouTube** enabled face blurring in videos to protect the identity and other identifying information of activists documenting human rights violations. Users are then able to delete the original video hosted on the platform. The tool protects activists and victims of human rights abuse who wish to speak out in situations where they may be personally at risk.

*What would it look like if funders invested more resources to ensure constituents and their data are appropriately protected?*

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# Adjacencies & Hypotheticals

*Promoting personal data  
ownership*

Better empowering  
constituents and  
promoting diversity,  
equity, and inclusion

**Datawallet**, an online marketplace for data that empowers individuals to take control of their own data. Once an individual signs up, Datawallet collects that individual's data, anonymizes it, and produces analyses. When companies buy the data, Datawallet pays the users who generated that data, instead of the revenue being diverted to data brokers.

*What would it look like if funders and nonprofits provided constituents with more authority over how their data is used?*



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# Adjacencies & Hypotheticals

*Safeguard the privacy of  
user data*

Better empowering  
constituents and  
promoting diversity,  
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**DuckDuckGo** is a search engine that doesn't collect any personal information or track what users search. Most other search engines "leak" searches, or send personal information to all the sites you click on; they also use user information to show users more targeted advertising. More importantly, search engine information that is stored is vulnerable to being hacked, accidentally made public, or given to law enforcement.

*What would it look like if philanthropy consistently offered constituents a way to protect their online profile from being targeted by predatory institutions?*

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# Adjacencies & Hypotheticals

*Lifting up cultural  
competence by  
requiring proficiency*

Better empowering  
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There are few requirements for evaluators to demonstrate cultural competence proficiency during the selection process.

*What could it look like if clear evidence of proficiency were a standard part of evaluator selection?*

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# Adjacencies & Hypotheticals

*Considering data as a  
stronger currency than  
money*

Better empowering  
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promoting diversity,  
equity, and inclusion

In the private sector, data is now the most important asset for many companies.

*What could it look like in the social sector if data were seen as the most valuable asset?*

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# Adjacencies & Hypotheticals

*Giving constituents  
control of their data*

Better empowering  
constituents and  
promoting diversity,  
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The proliferation of digital information that's easily transferred, monetized, and hacked has raised important questions about data privacy, control and benefit.

*What could it look like if constituents clearly owned their own data and had control over how it was used?*



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# Adjacencies & Hypotheticals

*Instructions*

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# INSTRUCTIONS

**You can flip through this deck yourself to spark ideas or use it for group brainstorming. For group brainstorming:**

- **Identify a monitoring, evaluation, and learning challenge** for which you'd like to brainstorm solutions.
- **Deal out the full deck of cards around your table.** It doesn't matter if people have slightly different numbers of cards in their hand.
- **Look at your hand of cards.** For each card, think about the adjacency described and consider: What are the key attributes of the adjacency? How is it similar to your challenge?
- **Choose the cards with the adjacencies that are most interesting to you.** Why is it interesting? How could you adapt the solution to your challenge?
- **"Play" the cards at the center of the table.** Explain the adjacencies you chose to the group, and tell why you chose them and what connection they have to your challenge. Go around the whole table, with each person playing their cards. Don't take more than 30 seconds explaining each card to your group.
- **Discuss the cards on the table. Identify solutions related to each adjacency.** Record key insights and potential solutions on a flip chart.
- **Share back with the full group** if you've broken up into different groups.

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