



accountability officer

Keep tabs on financial status and programmatic goals of grantees

administrator

Move the paper (and the people) through the process

advocate

Make the case for supporting a grantee or a line of work

ambassador

Represent the foundation's story, vision, and values

analyst

Evaluate strategies, review proposals, or assess situations with an objective and dispassionate eye

bridge builder

Make it possible for strange or unlikely partners to work together

closer

Bring deliberations and due diligence to an end to make a grant

collaborator

Partner with funder colleagues on grantmaking

connector

Link grantees to one another or to others to maximize outcomes

consultant

Provide advice or expert assistance to grantees or grantseekers

convener

Bring people together to discuss and learn about a problem or topic

critical friend

Give honest critique without smashing hopes or undermining confidence

decision giver

Send a clear and timely “no” or “yes” to a grantseeker

disturbance generator

Help colleagues and grantees question their answers

facilitator

Lead or coordinate the work of a group to get ideas on the table or to get things moving

fundraiser

Help grantees raise money from other foundations and donors

idea mover

Take a leap with new ideas or people in a field or community or inside the foundation

impact assessor

Determine whether or not outcomes are worth the investment

matchmaker

Introduce grantees to donors, practitioners, or policymakers where the interest might be mutual

mediator

Reconcile differences and aid communication between parties

organizer

Think and act tactically to get something done

rescuer

Save a good grant that has floundered or gone astray

scanner

Gather information from many sources as a prelude to grantmaking action

sounding board

Listen actively for ideas, opinions, and points of view

strategist

Create and sell a long-term plan of action to achieve a particular grantmaking goal

talent scout

Keep an ear to the ground to learn who's doing what (and well) in a field or community

translator

Help internal leadership understand what's happening in a field or community and vice versa

validator

Affirm good work by grantees and others in the field

voice amplifier

Find and support people at the margins of a field or community

wild card

Invent a role to suit the situation