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Strategy Resilience: Getting Wise About Philanthropic Strategy in a Post-Pandemic World

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Introduction

We are living at a profound moment in global history. COVID-19 has shaken the foundations of our economic, social, and health systems. No corner of society has been left untouched by the pandemic's effects, including philanthropy. As of this writing, funders around the world have given more than \$16.4 billion in coronavirus funding, an amount far exceeding that of five other recent disasters (Candid, 2020). Many are also adopting new practices, such as providing unrestricted support, reducing asks of nonprofit partners, pooling funding, and prioritizing community listening (Council on Foundations, 2020).

The current moment presents an opportunity not just to adapt, but also to grow in how foundations approach strategy and use their power. During 2020, we collectively observed a common phenomenon in the wake of the pandemic and ensuing turmoil: some philanthropic strategies struggled to find their footing while others adapted easily, harnessing previously unanticipated opportunities to influence change. Recognizing that mass disruptions are likely to increase as communities seek greater social and economic equality and the climate crisis deepens, what wisdom might we draw from 2020 to inform future funding approaches?

It is in this context that this article explores ways foundations can design grantmaking strategies that are responsive and adaptable in the face of disruption. We posit that the term resilience, often applied to social-sector organizations, also holds relevance for large-scale philanthropic efforts seeking systemic change. A philanthropic

Key Points

- Public and private systems worldwide have been disrupted by COVID-19, cutting across all types of philanthropic priorities. Amid this uncertainty, some philanthropic strategies have struggled to find their footing while others have adapted easily, harnessing previously unanticipated opportunities to achieve change. Why have some philanthropic strategies been more successful than others? What wisdom can we draw from this moment that can help us prepare for the future?
- During times of crisis, the concept of resilience is frequently applied to nonprofit organizations and their leaders. This article flips the vantage point toward funders, proposing a theory to explain what makes some philanthropic strategies more durable than others in the face of disruptions. Drawing on case examples across diverse settings, literature on resilience, and the authors' own observations, it proposes five elements of resilient philanthropic strategies: They release control over pathways and outcomes; support networks rather than solutions; address systems, not symptoms; focus on transformative over transactional capacity; and align philanthropic power to supplement, not supplant.

(continued on next page)

strategy is resilient when it supports the ability of grantees to collectively achieve long-term aims amid significant disruptions in context. We hypothesize that this resilience hinges on the

extent to which networks of organizations have the power and capacity to drive change, and are not beholden to funder-driven analyses of what is needed to make progress on the ground.

This article begins by situating the notion of resilience within broader conversations about strategy in philanthropy, while also acknowledging the term's history and use across fields and over time. The section that follows lays out a theory and related elements for designing philanthropic strategies that are able to transform in the context of unforeseen challenges. Case studies are provided to illustrate what such strategies look like in practice.

In statistics, the aphorism that “All models are wrong, but some are useful” is used to convey limitations of conceptual models in the face of real-life complexities. We hope that, instead of convergence around a new grantmaking model, this article sparks new and useful ways of thinking about philanthropy's role. Fundamentally, we hope that readers take away from this article the idea that foundations must use their power and resources differently — releasing control over change pathways to others and using their power to work in stronger partnership alongside community leaders. For this reason, we believe a theory of resilience in philanthropic strategy is needed, and see it as a starting place for further discussions that test the salience of these ideas.

Philanthropic Practice

Like all fields of human activity, philanthropic thought and practice has evolved in response to the ebb and flow of broader intellectual and sociopolitical currents. Two approaches that have had widespread uptake are strategic philanthropy and, more recently, emergent philanthropy. The former, mostly derived from the business world, emphasizes measurable goals, often based on carefully crafted theories of change matched to wider strategic objectives (Giridharadas, 2019). Under the strategic philanthropy model, foundations determine the endpoint and the best path forward; grantees help deliver them to their destination. This transactional and top-down conception of philanthropy has arguably been useful in tackling

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well-defined problems that lend themselves to data-based measures of success and have a clear relationship between inputs and outputs.

There is growing acknowledgement, however, that strategic philanthropy is less adept at addressing complex problems. Otherwise known as “wicked” or systems

Key Points (continued)

- Recognizing that COVID-19 is only one of many disruptions our world is likely to face, this article seeks to offer a new way of thinking about strategy resilience that centers people and organizations instead of the power of financial resources. At the core of this theory is the assumption that given today's complexities, philanthropy must use its power differently — releasing control over organizations and their change strategies while using its unique position, reach, and voice to work in solidarity with community leaders.

problems, these challenges are typified by their interconnectedness and the interplay of divergent factors that can make even the best planned — the most strategic — interventions

The Slippery Slope of Resilience

Resilience is a slippery concept. Despite its expanding use across domains as varied as ecology, planning and disaster management, business, psychology, and systems analysis, there remains a certain imprecision about what it is and why it is worth fostering.

Some commentators have even labeled it a buzzword with little more than “rhetorical appeal” (O’Hare & White, 2013, p. 276). Yet among the many think tanks, government agencies, foundations, and nonprofits that employ it regularly, it has come to be considered an unassailable good.

There is, though, a growing chorus of scholars and practitioners who are questioning whether resilience might be so beneficial, suggesting instead that pursuing it often perpetuates the status quo (Suarez, 2020). Some go so far as to suggest that it supports the dominant neoliberal ideology, or even that it preserves and provides rhetorical cover for the “hegemonic status quo of dispossessing, predatory capitalism” (DeVerteuil & Golubchikov, 2016, p. 144).

The turn against resilience has become increasingly common, but there are some attempting to redeem or rebrand it. By emphasizing the power dynamics underlying the conventional understanding of the concept, they argue for a “radical resilience,” by which they mean holding “out the possibility of optimistic alternatives centered on hope, renewal and transformation” (Jon & Purcell, 2018, p. 309). This is not merely bouncing back to a predisturbance state, but rather a “bouncing forward” toward something new (Cretney & Bond, 2014, p. 21). Resilience in this radical conception should convey “a sense of adaptive capacity, a pro-activity and potential for learning” (DeVerteuil, 2015, p. 27).

fail (Meadows, 2008). Problems like climate change, human rights abuses, forced labor, homelessness, hunger, gun violence, systemic racism, the threat of nuclear weapons, and mass incarceration are the result of interconnected causes and cannot be meaningfully addressed with programmatic solutions. Whether tackling these problems locally or globally, philanthropic efforts working systemically seek to change the conditions that produce the problem, rather than infusing new programs to mediate the problem for those most affected (Darling, Guber, Smith & Stiles, 2016)

With complex problems, causes and effects cannot be linearly determined, rendering unsuitable approaches that predefine progress indicators and pathways to change. Complexity calls for more flexible and adaptive approaches that have lately been encapsulated under the rubric of emergent or adaptive philanthropy, a core tenet of which involves a rebalancing of the power relations between funders and grantees when it comes to strategy (Kania, Kramer, & Russell, 2014). Patrizi & Heid Thompson (2011) have hinted at what this rebalancing can look like: “Foundations need a core set of partners in strategy development, negotiation, and debate — partners who have the experience and knowledge necessary for successful implementation and who can productively challenge foundation assumptions” (p. 56).

Emergent philanthropy has become increasingly popular among foundations, but it too can fall short in significant ways. Ownership of strategy and outcomes remains tied to funder priorities, an arrangement that proved problematic for many foundations as the pandemic and related crises began to unfold. Some strategies lost relevance as new challenges and opportunities rapidly unfolded and internal foundation processes inhibited nimbleness and adaptability. We posit that emergent philanthropy prepares well for complex problems, but less so for disruptions. And while strategy co-creation may represent a “critical mindset shift” (Kania et al., 2014, p. 4) with this form of philanthropy, an even greater release of control may be required moving forward.

Emergent philanthropy's emphasis on power-sharing, networks, and systems approaches represent important progressions. However, they can be expanded further to encompass a more diffuse model of strategy making that supports rapid-cycle learning and adaptation. Such approaches solve for both complexity and disruption. Resilience, as we are using it here, does not mean a return to predisturbance status quo; it means the inherent strength of a network of organizations working in concert to not only survive disruption but to redefine their approaches as opportunity permits — to bounce forward, not merely to bounce back. (See sidebar on opposite page.) Determining when these occasions have arrived and how best to react is a question for networks, not funders.

Elements of Philanthropic Strategy Resilience

Drawing examples from across diverse philanthropic settings and literature about what builds resilience, we propose five elements of **resilient philanthropic strategies**. (See Figure 1.) We believe these may be the critical features to develop strategies that are responsive to disruptions, able to adapt or even transform quickly to act on both risks and opportunities, and capable of changing goals to match the current context and needs without losing sight of long-term

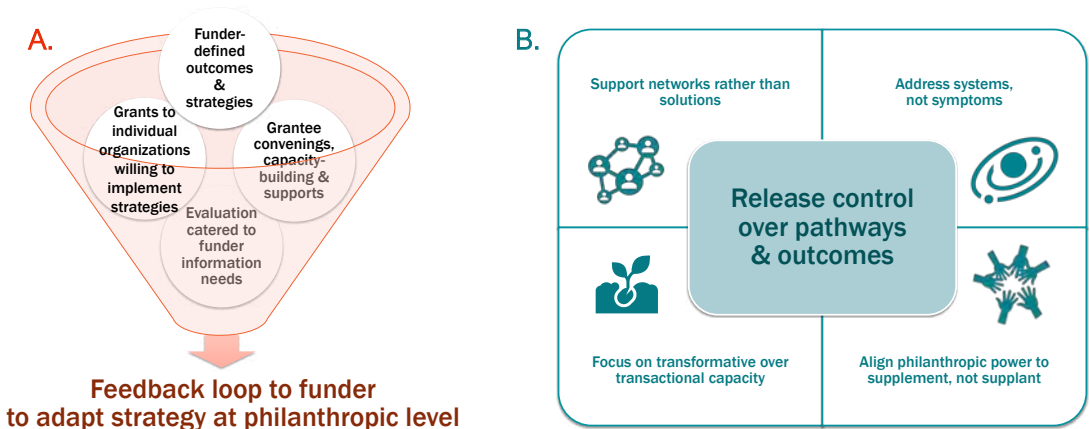
visions. At the core of these elements is the operating assumption that philanthropy must use its power differently — releasing control over individual organizations and pathways to change and using its power to complement networks of organizations.

The case studies that appear with this article present tangible examples of how foundations can deploy resilient philanthropic strategies and use and share their power in new ways.

Release Control Over Pathways and Outcomes

One of the most salient insights proffered by emergent philanthropy is the effects of power asymmetries between funders and grantees. These dynamics are not only reflected in the obvious imbalance created by financial power, but also by how these imbalances impact organizational behavior and strategy making (Reich, 2018; Fisher, 1983). The bureaucratic process ties grantseekers — in often subtle ways — to the strategic direction of the funder. Compounded by requirements to provide a constant stream of metrics and financial data, this leads toward conservatism at the expense of transformative risk-taking. Likewise, these imbalances distort the transfer of information and, importantly, the exchange of feedback, without which

FIGURE 1 Comparing a Typical Philanthropic Funding Model (A) to a Resilient Philanthropic Strategy (B)



there is little hope for learning (Patrizi & Heid Thompson, 2011). For a strategy to be truly resilient, these exchanges are vitally important by allowing for rapid recalibration in response to disruption. It must, however, go beyond a simple acknowledgement of power dynamics, which can only be the first step; the second step — more significant and less easily fulfilled — is for funders to relinquish control over outcomes and pathways and allow organizations and networks to define and redefine their own.

To those working in the philanthropy sector, this means a shift in how strategies are designed and evaluated. Grantmakers should resist the urge to offer up detailed descriptions of the problem and its context and to specify outcomes, theories of change, metrics, and measures. Instead, the emphasis should be on describing a problem and broad goal, and then supporting organizations best positioned to achieve it. Multiple pathways could be identified not to define which ones should be funded, but instead to consider how funding might be positioned to resource whichever pathway is most relevant

given changing circumstances. Foresight tools, like scenario mapping, could be used to justify strategic flexibility and to engage partners so they have the opportunity to describe what they understand about the context (Darling et al., 2016; Snow, Lynn, & Beer, 2015).

From a funding perspective, this also means maximizing the flexibility of the grants themselves, whether through general operating grants, rapid response grants, or multiyear funding (Bell & McCambridge, 2018). Decisions about where technical support is needed — whether for evaluation, capacity building, facilitation, or convening — should be made with partners, not on behalf of them. Foundations may even release control over these resources, having providers report to and take direction from partners in the field.

None of this means that grantmakers no longer have a seat at the table. Instead, it means their status is redefined as being just one actor among many. They are a single piece on the chess board, rather than the chess player

Case Study No. 1: Art for Justice Fund

The Art for Justice Fund supports artists and activists working together to disrupt mass incarceration. In 2018, over 100 grantees gathered for a three-day retreat in New Orleans, Louisiana, where they engaged in immersive activities to educate and inspire grantees about each other's work, foster networking and collaboration, and celebrate progress and community. This launched a strong grantee network where members actively engage with one another online and through project collaborations.

While staff are clear about the Fund's ultimate goals — reducing prison populations, promoting justice reinvestment, and changing the narrative around incarceration — grantees have wide latitude to define their own outcomes and tactics. Fund staff look for opportunities to support grantees' leadership efforts, using their power to connect leaders with resources and to amplify and draw attention to their work. In addition, the Fund explicitly seeks to use the power and influence of its founder, art collector and philanthropist Agnes Gund, to inspire other art collectors to donate funding to reduce mass incarceration.

This flexible approach has worked well in the face of the COVID-19 pandemic. Overcrowding, combined with the inability to quarantine or practice social distancing in jails and prisons, presented a grave threat. Grantees adapted quickly, creatively, and effectively, drawing connections between the plight of prisoners to the larger public health crisis and sharing information with one another about what was and wasn't working.

(Darling et al., 2016), and also not the one who defines the board, its boundaries, or who plays. It requires an acceptance that many of the moves are outside the control of funder decision-making, and not all critical decisions and actions are being made by actors the funder has financially supported.

Support Networks, Not Solutions

Strategy resilience benefits from being embedded within a network of people and organizations who share a common vision along with whatever other areas of focus or commitment they hold. Addressing crises calls for inclusive coordination among actors who control financial resources and power and those most affected and in a position to judge the success of innovations (Gargani & McLean, 2017). Networks that include diverse actors are better positioned than any single actor to quickly respond to unanticipated challenges and opportunities brought about by disruption. They do this by weaving social ties, accessing new and diverse perspectives, openly building and sharing knowledge, creating infrastructure for widespread engagement, and coordinating resources and action (Searce, 2011).

Resourcing networks represents a contrast over funding strategies that focus on taking so-called proven solutions to scale. Solution-centric approaches are often hampered by several erroneous assumptions:

that individual, stand-alone programs can achieve ambitious goals; that if we know from [random control trials] that a program works in one place, it will work everywhere; and that innovation won't be discouraged by an overarching reliance on programs that have been shown to work in the past. (Schorr, 2016, p. 2)

Indeed, disruptions demand forward-looking thinking and innovation rather than reliance on past assumptions about how to produce impact.

In some cases, foundations may fund the creation and strengthening of new networks. This can be needed when either networks do not already exist or existing networks are too specialized

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and narrow in their focus to be innovative and adaptive. In other contexts, networks already exist and the philanthropic opportunity is not to expect new relationships, but to work with members to understand what they need to strengthen the health of the network.

Funders interested in supporting networks must be mindful of network connectivity, health, and results (Taylor, Whatley, & Coffman, 2015). Connectivity refers to the composition of networks and how connections across members are structured. Network health has to do with the ability to sustain member enthusiasm and commitment to achieve shared goals. Results refers to the extent to which a network is achieving desired results on behalf of its membership and broader constituency. The ability to achieve results is always dependent on the composition, connectivity, and health of a network. We also posit that the networks must have capacity to innovate — that is, to act in unexpected ways that might depart from tools, processes, and knowledge that has worked in the past.

Address Systems, Not Symptoms

We believe resilient philanthropic strategies are particularly relevant when the shared vision is focused on tackling a complex, systemic problem. This requires bringing together multiple organizations with the skills to see when and where the system is ripe for disruption (Kapucu & Demiroz, 2013), and where these disruptions can affect underlying problems, not just ameliorate symptoms. These skills are even more important when the network seeks to influence equity outcomes, as deep equity work is not just about changing who is defining the problem and addressing symptoms, but also changing how systems drive the problem and reinforce historical patterns that lead to inequities (Petty & Leach, 2020). The skills include listening to and finding opportunities for action as well as applying feedback loops to understand the impact of actions being taken in the network (Sussman, 2004).

As anyone working on systems change knows, systems are often resistant to change and

inclined toward the status quo. Moments of major disruption can help us to see where systems are fragile to intervention. For example, the stimulus bill in 2020 revealed a crisis-driven opening in the federal government system where both political parties agreed on something that was previously far from a mainstream idea — to distribute cash payments to working Americans to stabilize their incomes. Moments of major disruption, however, can also make clear where systems are resistant to changes, as seen by the difficulty in building consensus on the use of masks even as the scientific evidence supporting their broader public health value was mounted. These disruptive moments can also trigger systems failures at those points of fragility, forcing action to fix the system and creating opportunities and threats in how the system failure will be addressed (Crutchfield, 2009). These fragilities are the natural result of how systems evolve and grow, becoming more complex and with more behaviors, actors, feedback loops, and interdependencies. The system over

Case Study No. 2: Blueprint to End Hunger

The Colorado Health Foundation initiated a multistakeholder planning process using a fairly standard stakeholder process in 2017. The resulting Blueprint to End Hunger outlined a systemic- and policy-change strategy to transform hunger issues in Colorado. Initial plans were made to stand up a program office to implement the blueprint, led by stakeholders representing many different perspectives on a governing council. However, the foundation, which had deepened its commitment to equity, paused to ask: What should our role be in this process?

In 2018, a facilitated meeting with the CEO and program staff internally generated an explicit plan for how to release the foundation's power over the process, including over choices made in the hiring of the executive director, design and focus of the evaluation, and where and how foundation staff should show up. The foundation continued to refine this relationship, including accepting feedback. For example, the program office and its governing council asked the foundation to restructure the funds from a contract basis to a flexible, multiyear grant commitment. Additionally, when requested, the foundation has deployed its resources and reach via a policy team to move forward specific priorities in alignment with the program office.

When the COVID-19 pandemic began, the adaptive capacity of the program office allowed its staff to rapidly shift focus — they asked the foundation for seed money to set up a crisis-response function that other funders could add to in order to respond to immediate hunger needs. The new function expanded the reach, credibility, trust, and visibility of the Blueprint program office dramatically, positioning it to have greater impact on future systems-change strategies even as it helped the office lead the pandemic crisis response.

time becomes too complex for any one actor to cognitively fully understand, which makes it possible for fragilities to emerge without being seen (Crutchfield, 2009).

Philanthropic strategies that seek to build a whole-systems approach into the network can help partners to sense when these systemic opportunities exist, find leverage points to act on, and advance change via strategic experiments and learning. Funding can be deployed to help build systems skills, fund the cost of system-sensing work, create spaces for shared analysis and strategy development to occur, or otherwise actively support the network to bring a whole-systems lens. It can also help the network to consider, well before a disruption happens, whether they have members with the reach and influence to intervene in many different parts of a system, rather than being limited to a specific narrow point of leverage. Finally, philanthropy can help to resource system sensing and information sharing at higher levels during critical points in time, recognizing the need for sensing and communication across different parts of the system may be much higher during disruptive moments like the COVID-19 pandemic.

Focus on Transformative Over Transactional Capacity

Responding to a disruptive event in meaningful ways requires the ability to adapt and even to transform strategies. Here, transformative capacity is inclusive of, but also beyond, adaptive capacity. It is inclusive of the abilities to assess the external environment, selecting strategies and tactics suited to the context, and rapidly adapting as the context adapts (Lynn, 2014); and do this work in partnership, adapting with others in order to move beyond the limited skills and opportunities of any one organization. It also depends on shifting not only strategy, but also near-term or even longer-term outcomes.

In other words, instead of reacting to a disruption by protecting current goals and strategies, networks with transformative capacity are actively transforming strategies and even organizations to take advantage of where

opportunity exists. In practice, this requires a network where adaptation is not a protective behavior — a way of ensuring each organization can maintain its role and place in the network (a more transactional way of adapting). Instead, adaptation is a transformative behavior across organizations, which requires that specific characteristics exist within the network:

- multiple organizations with the ability to engage in ongoing system sensing;
- transparent, trusted, and timely communication within the network, so the subset of organizations with strong systems-sensing skills are not isolated from the actions of others;
- organizations being “porous, to permit information, ideas, and perspectives from the outside” (Sussman, 2004, p. 8–9), and the willingness of such organizations to use information about systems changes, something which depends, in part, on their trust in the organizations delivering the information (Krackhardt, 1992);
- individual organizational capacity to adapt, including flexibility in resources (Sussman, 2004), which can conflict with the culture of scarcity that exists in the many nonprofit contexts; and
- many organizations within the network who have the habits of taking risks and innovating, as innovative organizations are more prepared to adapt than most (Sussman, 2004).

Philanthropy has a role to play in building transformative capacity: to not restrict how resources are used by each organization to the point of limiting their ability to respond, which includes not designing grants that are tied to deliverables. Philanthropy can also identify ways that its funding strategies are either increasing competition and thus decreasing trust, or may be helping to overcome competitive dynamics that often exist. Philanthropy can recognize and celebrate when organizations step back to create space for a very different skill to take the lead,

not just celebrate and reward the organizations whose work is leading the charge at a given moment. Finally, philanthropy cannot penalize, overtly or in future funding decisions, organizations and networks that take bold risks, try new approaches, and sometimes fail.

Align Philanthropic Power to Supplement, Not Supplant

Power imbalances between funders and community leaders are widely recognized within philanthropy. Indeed, this is evidenced by countless papers, presentations, and blogs devoted to helping funders mitigate power differentials that get in the way of honest

conversations about what's needed to achieve better outcomes for communities.

Recently, conversations in philanthropy have expanded beyond mitigation, encouraging funders to cultivate awareness of their power so they can more responsibly share and wield it. The National Committee for Responsive Philanthropy's (NCRP) *Power Moves* guide, for example, encourages funders to share their power by "nurturing transparent, trusting relationships and co-creating strategies with stakeholders" and to wield their power by "exercising public leadership beyond grantmaking to create equitable, catalytic change" (Ranghelli, 2018, p. 6).

Case Study No. 3: N Square

In 2014, the leading funders in the nuclear security space came together to invest in a new organization, N Square, with a goal of building a collaborative that would disrupt and stimulate innovation in a stagnating field of experts and advocates in order to accelerate the achievement of nuclear security goals.

N Square, which focused on building a network of innovators, was initially housed within one of the funding partners, but was moved to an independent fiscal agent, giving it more freedom and flexibility. After a first year of active participation in many different levels of decisions, the funders (who function as a collaborative and an advisory body for the organization) agreed to be more selective about which decisions they would hold authority over and where they would let go and trust the executive director and her staff.

The funders, executive director, staff, and network partners have all steadily built their network-development and systems skills, going through multiple processes to gain an understanding of the types of networks needed and apply systems-sensing skills to assess what it would take to enable the field to operate more effectively. One of N Square's signature interventions has been the creation of a network of fellows who are trained in design skills, systems thinking, innovation approaches, and more. These emerging and established leaders then prototype bold solutions for the nuclear security space. Simultaneously, N Square has worked closely with key organizations to help build their capacity for innovation and design.

When the worldwide pandemic disrupted the in-person structures by which N Square steadily knits together the network and field, the team shifted very rapidly. Within weeks, they had identified not only the need to move to a virtual model, but also the opportunity to increase fieldwide competency in distance collaboration (including, but not limited to, next-level virtual convenings and virtual workspaces). In addition, they launched a futures and foresight training series designed to prepare leaders to manage uncertainty and better prepare for future disruptions. This program included decolonized methods, helping build the community's resilience at a time when many were still reeling from the initial shock. They also retooled existing programs to work effectively online, taking advantage of unanticipated change to build a more substantial international network that collaborates seamlessly, both synchronously and asynchronously, across time zones.

Philanthropic strategies that seek to harness funder power to supplement, rather than supplant, that of community leaders are better positioned to support strategy resilience. Funders that disregard such dynamics or seek to mitigate them without a full exploration of the ways that power can be activated in support of communities are more likely to freeze in the face of disruption. They may spend time internally analyzing strategic implications and options from a perch too distant from those closest to emerging challenges and opportunities. Indeed, the crises of 2020 led many foundations to shift toward more flexible grantmaking by loosening restrictions on funding and allowing grantees to redirect funding (Dalberg Advisors, 2020); yet, in that moment, many struggled to find purpose beyond this grantmaking role, especially when tightly controlled visions of strategy lost relevance in the COVID-19 context.

Funders must recognize that leaders outside the foundation are best positioned to determine pathways to change, and focus instead on how to use philanthropic power to supplement and strengthen community power. The NCRP (Ranghelli, 2018) encourages funders to use their power to:

1. Convene stakeholders and play a role at other convening tables.
2. Organize and collaborate with other philanthropic peers and other sectors.
3. Bring visibility to critical issues and amplify the voices of the most marginalized.
4. Deploy nongrant financial resources to advance grantee and foundation goals.

Conclusion

In this article, we sought to introduce a new lens by which to assess the quality and effectiveness of philanthropic strategies, particularly

those that seek to influence change in complex, dynamic systems and continue to bring value amid disruptions. We argue that the concept of resilience, often applied to nonprofits, also holds relevance for foundation strategy. In the context of an increasingly uncertain and complex world, we believe that the collective adaptation and even transformation of strategy should be a key consideration for foundations.

The theory we propose in this article dovetails with critical conversations taking place about power, race, and equity in the social sector. Foundations must do a better job in cultivating awareness of their own power and locating ways to simultaneously cede, share, and wield it in support of community power. This can happen when foundations release control over the pathways to change, support networks of organizations working together toward systemic change, and seek to build transformative capacities. Foundations should neither freely use their power nor abdicate it. They must think about how to be responsible with the power they have, using it to supplement that of community leaders who are closer to both the challenges and opportunities at hand.

The crises of 2020 have produced a watershed moment for philanthropy. How can we use the lessons of that year to get wiser about strategy and the role of foundations in supporting community success and self-determination? What might it look like for foundations to work in solidarity alongside grantees and other community leaders? We hope the theory shared in this article illuminates a path forward, a path in which philanthropy uses its power differently to support systemic change. We invite foundations and their partners in change to reflect on how the concept of resilience might apply to their philanthropic strategy and to further refine the ideas shared here. It is through such collective dialogue and refinement that we build shared wisdom and confront the opportunities, uncertainties, and disruptions ahead.

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