This taxonomy outlines the pathway and ways that the EEF Practice Partners and Practitioners are expressing and experiencing "being, thinking, and doing" as emerging practice. It is informed by the work of the Equitable Evaluation Initiative (EEI) and others\*, and embeds the EEF's set of Principles, Orthodoxies, Mindsets, Tensions, and Sticking Points. The EEF invites alignment of purpose, process, and policies in philanthropy, and offers multiple entry points to shift ways in which we practice our work.

#### What might be needed?

What does this look, sound, feel like, do?

#### What might be conditions for readiness?

What might be possible? What does it ask of us?

Embracing complexity and integrating culture recognizes that foundations are systems that must attend to both individual competencies and organizational bandwidths.



### Making the Case: Changing Hearts and Minds

Reflecting - Being: Deepening understanding of how my (evaluation, etc.) practice is influenced by white dominant culture, etc.

**Reflexing - Thinking:** Considering how to be different in the work and a champion for a different practice, etc.

Realigning - Doing: Organizing within, noticing opportunities to move conversations forward, etc.

#### Intentionality:

Making decisions that center equity, espoused by leadership and held organization-wide.



#### **Equipping for Transformation: Behaviors**

Reflecting - Being: Moving from understanding what I can do to where I have influence, etc.

Reflexing – Thinking: Considering how I might use this influence to move others into the work and cultivate support, etc. Realigning - Doing: Trying out different and new ways (light lifts) to align practice with Principles, threading into organizational culture, etc.

Integration: Recognizing, adopting, and resourcing practices (and people) toward alignment.



# Adopting of Principles: Structures

Reflecting - Being: Expanding from understanding where I have influence to how that can manifest tangibly and explicitly, etc.

Reflexing - Thinking: Considering how internal champions might use this influence to implement the most promising different and new ways, etc.

Realigning - Doing: Embedding and using new approaches aligned with organizational values as standard and sustained practice, etc.

# Institutionalize:

Threading and weaving across all areas of philanthropic investment and functions.



## Deepening Adoption of the Principles: Championing, Evolving, Sustaining

Reflecting - Being: Becoming more conversant; stepping in with more confidence, comfort, communication, etc. Reflexing - Thinking: Making more visible; socializing, strategic and evaluative thinking, supportive, etc. Realigning - Doing: Bringing others along: holding the EEF present, hosting shared learning, honoring context, etc.

Awareness: Building individual recognition of underlying power and privilege dynamics associated with inequity

**Attitude**: Developing a shared understanding of the historical context of barriers, and what challenges or perpetuates

**Action:** Recognizing where standard practice must change, adopting new behaviors and approaches.

Readiness (Expanding Individual Competencies)





