THEORY OF CHANGE (2017-2023)

**STRATEGIES**
- **EXPERIMENT AND INNOVATE**
  - Shared Insight increases knowledge about different kinds of listening practices

- **BUILD NONPROFIT FEEDBACK PRACTICE**
  - More U.S. nonprofits have a high-quality feedback practice and intentionally address issues related to client feedback
  - More nonprofits embrace high-quality feedback and listening practices that advance equity

- **BUILD A FEEDBACK FIELD**
  - A greater number and variety of funders, nonprofits, and social sector organizations value, promote and actively support/use high-quality feedback
  - High-quality feedback and listening practices that advance equity become an expected standard among foundations and nonprofits

- **BUILD FOUNDATION FEEDBACK AND LISTENING PRACTICE**
  - More U.S. funders promote high-quality feedback and listening for nonprofits and themselves
  - More funders use feedback or other high-quality listening practices to incorporate the perspectives of people and communities impacted by their decisions; and support nonprofits to do the same

- **CORE FUNDERS WALKING THE WALK**
  - Shared Insight funders use feedback, support nonprofit feedback practice, and share lessons to promote feedback

**SHORT-TERM OUTCOMES**
- Foundations and nonprofits are more meaningfully connected to the people and communities most harmed by structural racism and other systemic inequities, and more responsive to their insights and feedback

**MID-TERM OUTCOMES**
- Power shifts between constituents, nonprofits, and foundations

**LONG-TERM OUTCOMES**
- The people and communities we seek to serve, especially those most impacted and least consulted by philanthropy and nonprofits, are better off in ways they define for themselves