Listening for Good: Experiences from the Field
Implementing Feedback Loops

Krystle Onibokun
Impact and Evaluation Manager, Boys and Girls Clubs of the Peninsula
@KrystleOnibokun

Brad Dudding
COO, Center for Employment Opportunities
@BradDudding

Valerie Threlfall
Project Lead, Fund for Shared Insight
@4SharedInsight

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Speak Out

Listen Up

The Zebras 5th grade love being involved in what they hear and see.
Goals of the Fund for Shared Insight

Shared Insight is a collaborative effort among funders to make grants that:

Encourage and incorporate feedback from end beneficiaries

Understand connection between feedback and results

Foster more openness between and among foundations, nonprofits and beneficiaries
Shared Insight Funding Approach

1. PRACTICE
   Collaborative approaches to hearing from the people we seek to help

2. RESEARCH

3. SUPPORT
   Increase foundation openness

LISTEN for GOOD
Advancing the practice of feedback loops in the social sector

An initiative of the Fund for Shared Insight
Listen for Good (L4G) Offering

**REACH**
- 46 grants to domestic nonprofits across issue areas and geographies
- Co-funding/match requirement led to 28 co-funders

**STRUCTURE**
- Standardized template enabling benchmarking
- Pilot of Net Promoter System (NPS)*
- SurveyMonkey partnership, expanding nonprofit access

**ASSISTANCE**
- Technical assistance offered to grant portfolio
- 1:1 and “wholesale” support
Listen for Good Core Survey Questions

1. How likely is it that you would recommend <<X organization>> to a friend or family member?

2. What is <<X organization>> good at?

3. What could <<X organization>> do better?

4. How much of a positive difference has <<X organization>> made in your life?

5. Overall, how well has <<X organization>> met your needs?

6. How often do staff at <<X organization>> treat you with respect?
Feedback Loops: Early Lessons

- Need an internal champion
- Keep design simple but smart
- Courtesy bias can be overcome
- Actionable insights can be generated across all different types of nonprofits
Gathering client feedback is not only the right thing to do .... it’s the smart thing to do.
How BGCP Approaches Feedback
How BGCP Approaches Feedback

Students

BGCP
How BGCP Approaches Feedback

BGCP

Students

Parents
How BGCP Approaches Feedback

- Students
- BGCP
- School Partners
- Parents
How BGCP Approaches Feedback

BGCP

- Students
- Parents
- Staff
- School Partners
How BGCP Approaches Feedback

BGCP

Students

Volunteers

Parents

Staff

School Partners
How BGCP Approaches Feedback

BGCP

Students
Pre-Survey Administration
Pre-Survey Administration

• Parent Permission
Pre-Survey Administration

• Parent Permission

• Staff Buy-In
Five Customized Questions

- Grade
- Fun Lesson
- Feel Safe
- Positive Relationship
- Activities Help in School
Pre-Survey Administration

- Parent Permission
- Staff Buy-In
- Proctor Guide
Survey Administration
Closing the Feedback Loop

• Introduction/Background
• Results
• Clarification questions
• Discussion questions
• Next steps
Success Story
Learning Activities Help in School

- Spring 2016: 46%
- Fall 2016: 67%

Increase: 21%
What do people want to make their lives better?

How do you know?
Unlocking Constituent Voices at CEO
Meet Luis

Formerly Incarcerated
Unemployed
Looking for Work
CEO’s Mission and Vision
2016 Activity: 4,500 Enrollments and 2,600 Job Placements
Constituent Voice (CV) Feedback Loop

THE FEEDBACK LOOP

01
DESIGN

02
COLLECT

03
ANALYZE

04
DIALOGUE

05
COURSE CORRECT

BUY-IN
### CV Logic Model

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collect &amp; Analyze Feedback</td>
<td>Improved Staff Service Delivery</td>
<td>Increased Participant Engagement</td>
</tr>
<tr>
<td>Respond &amp; Make Adjustments</td>
<td>Stronger Participant Relationships</td>
<td>Increased Vocational Outcomes</td>
</tr>
</tbody>
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CEO’s Participant Feedback System

- SMS Text Surveys
- Focus Groups
- 1 on 1
- Anonymous Tablet Survey
Sample Survey Questions

On a scale of 0-10, how likely is it that you would recommend CEO to a friend or family member?

On a scale of 1-5, how prepared do you feel to begin work?

What could CEO do better?

When you have an interview, how do you prepare?
CEO’s Net Promoter Score (NPS)

**Phase 1**
NPS 82

**Phase 2**
NPS 76

**Phase 3**
NPS 56

**Anonymous Tablet**
NPS 31

“On a scale of 0-10 how likely are you to recommend CEO to a friend or family member?”
Closing the Loop

Later Start Time

Better Directions

Easier Communication

Anonymous Surveys

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Let’s Close the Loop with Luis
Framework for Nonprofit Excellence

1. Courageous, adaptive executive and board leadership
2. Disciplined, people-focused management
3. Well-designed and well-implemented programs and strategies
4. Financial health and sustainability
5. A culture that values learning
6. Internal monitoring for continuous improvement
7. External evaluation for mission effectiveness

High performance is the ability to deliver—over a prolonged period of time—meaningful, measurable, and financially sustainable results for the people or causes the organization is in existence to serve.

A MUST-READ FOR NONPROFIT LEADERS

LEAP OF REASON
MANAGING TO OUTCOMES
IN AN ERA OF SCARCITY

Mario Morino

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Pillar Zero: Systematically Listening and Responding to Constituents
NPS scores range from 94 to 2; The average NPS score is 63\(^1\)

\(^1\) Respondents who rate NPS question a 9 or 10 are “Promoters,” those who rate 0-6 are “Detractors.”
Audience Q&A

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