

# Listening for Good: Experiences from the Field Implementing Feedback Loops

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# Speak Out

The Zebras are **SPEAKING UP** about what they want to be when they grow up!

"A BIG kid!"

"A dinosaur!"

"5"

"A doctor!"

"6"

"Eliza!"

"superman!"

"A doctor!"

# Listen Up

A blue bulletin board with a wooden border is decorated with yellow handprints. It features a central zebra cutout and several photos of children. Handwritten speech bubbles contain their career goals: "A BIG kid!", "A dinosaur!", "5", "A doctor!", "6", "Eliza!", "superman!", and "A doctor!". A central text bubble reads "The Zebras are SPEAKING UP about what they want to be when they grow up!". The board is titled "Speak Out" at the top and "Listen Up" at the bottom.

# Goals of the Fund for Shared Insight

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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



**LISTEN** for **GOOD**

Advancing the practice of feedback loops in the social sector

An initiative of the *Fund for* **SharedInsight**

# Listen for Good (L4G) Offering

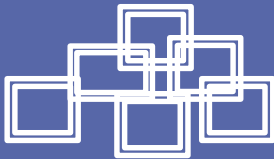
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## REACH



- 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)<sup>®</sup>
- SurveyMonkey partnership, expanding nonprofit access

## ASSISTANCE



- Technical assistance offered to grant portfolio
- 1:1 and “wholesale” support

# Listen for Good Core Survey Questions

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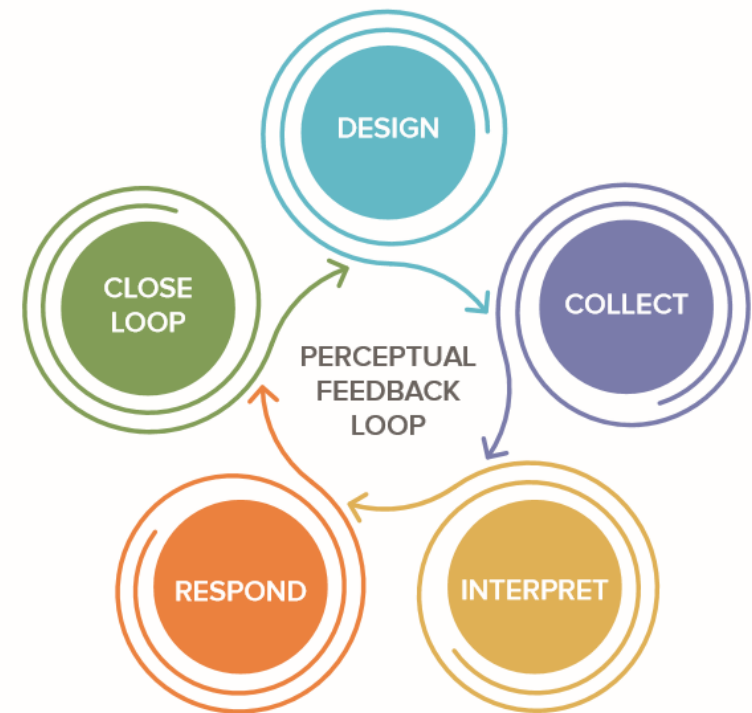
1. How likely is it that you would recommend <<X organization>> to a friend or family member?
2. What is << X organization>> good at?
3. What could <<X organization>> do better?
4. How much of a positive difference has <<X organization>> made in your life?
5. Overall, how well has <<X organization>> 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

## High Quality Feedback Loop



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Gathering client  
feedback is not only the  
right thing to do .... it's  
the smart thing to do.



# BOYS & GIRLS CLUBS OF THE PENINSULA (BGCP)



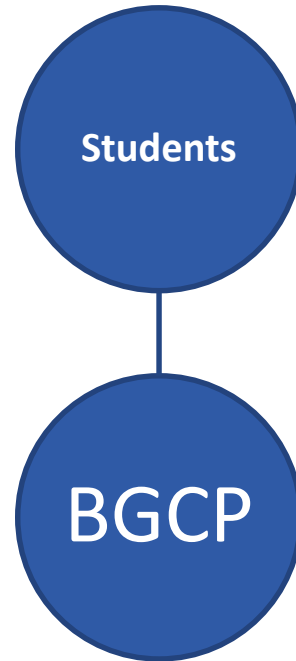
# How BGCP Approaches Feedback

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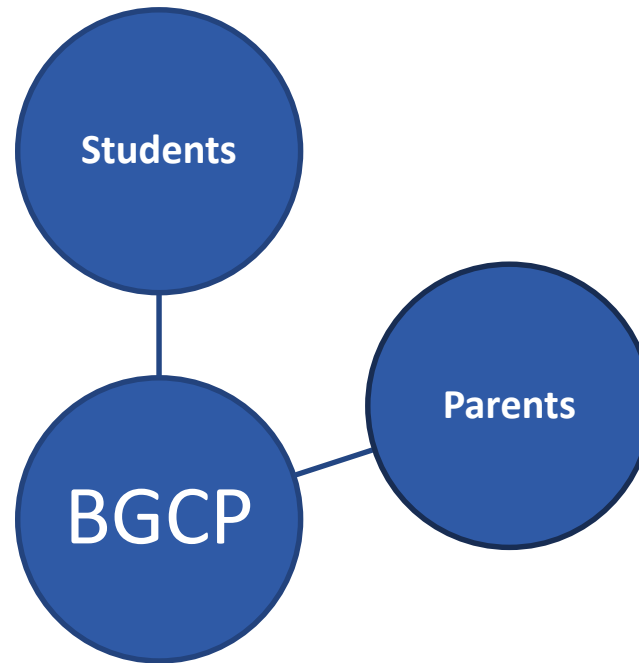
# How BGCP Approaches Feedback

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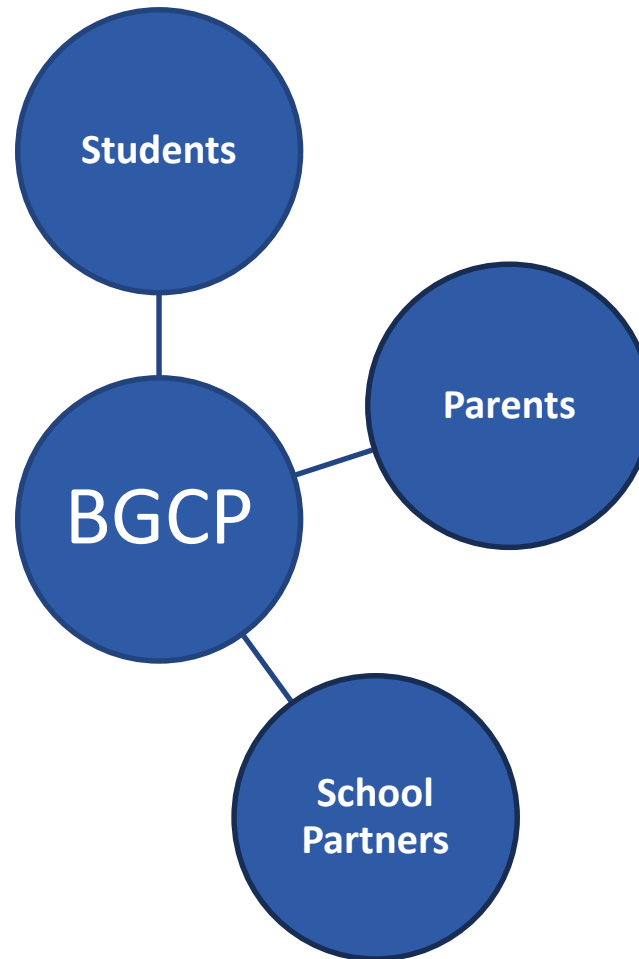
# How BGCP Approaches Feedback

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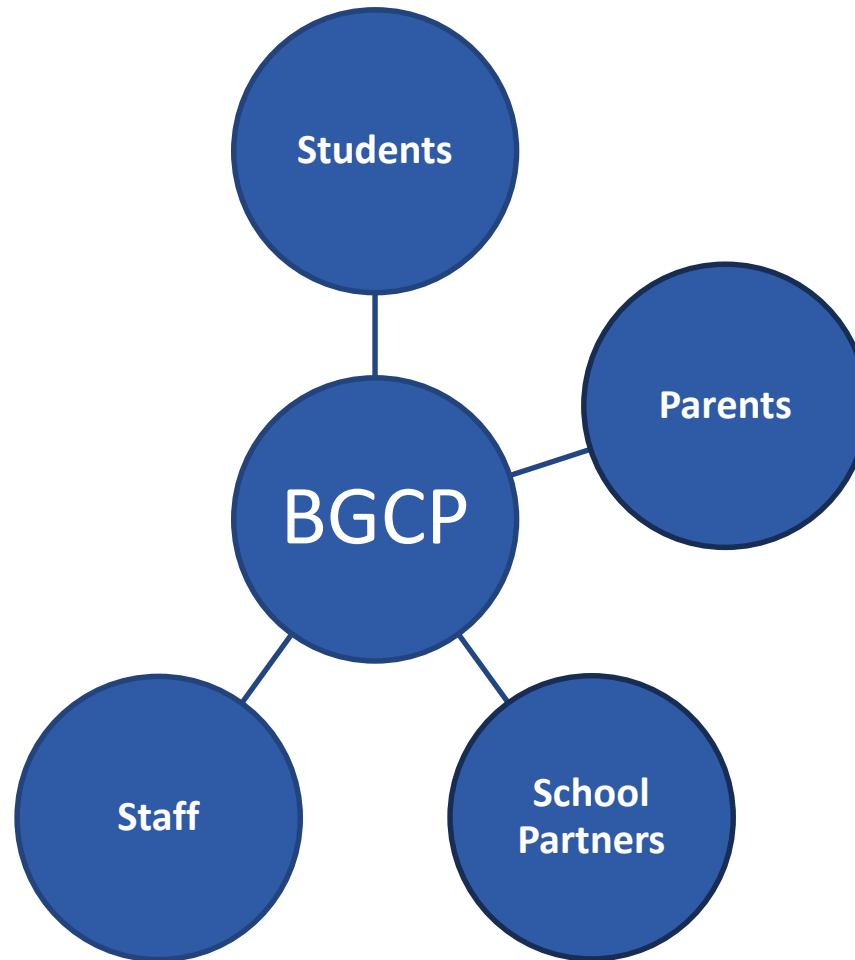
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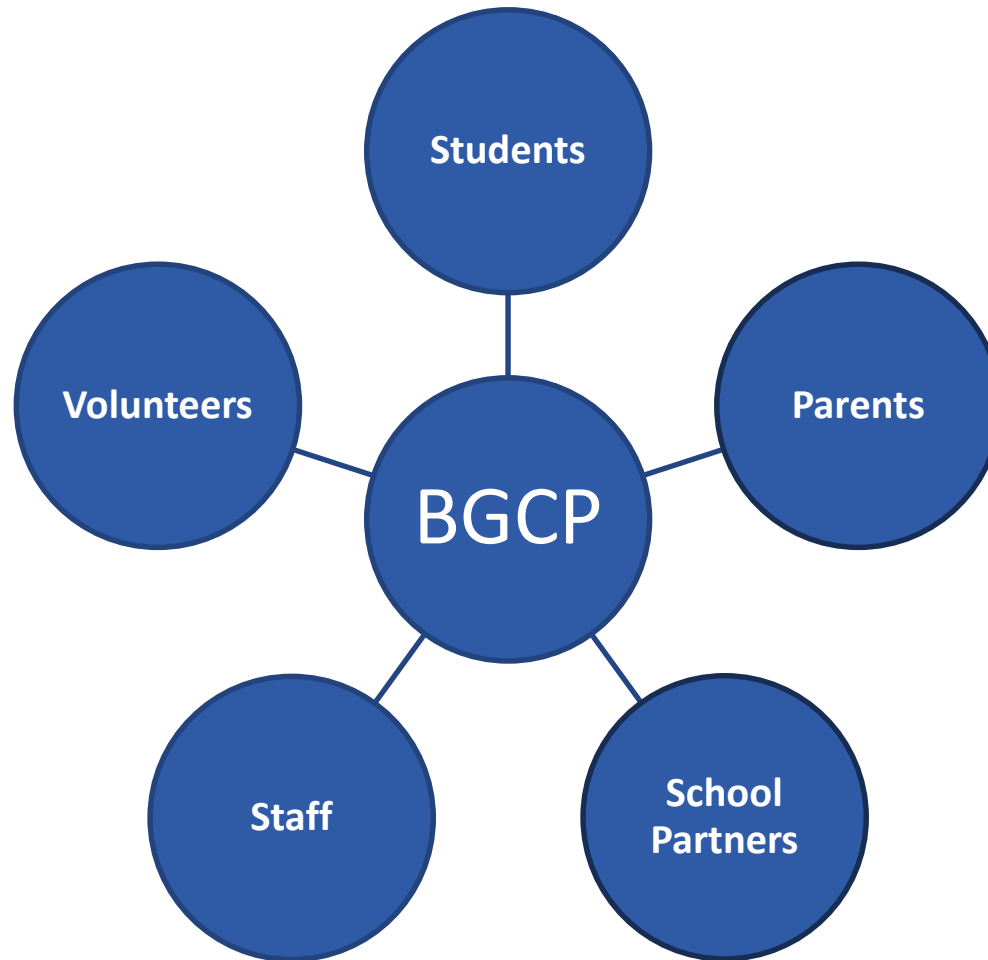
# How BGCP Approaches Feedback

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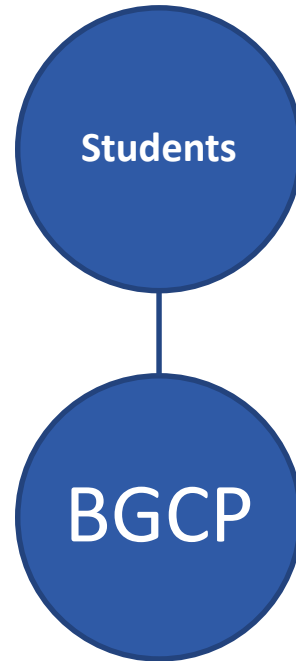
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# How BGCP Approaches Feedback

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# Pre-Survey Administration

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# Pre-Survey Administration

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- Parent Permission

# Pre-Survey Administration

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- Parent Permission
- Staff Buy-In

# Five Customized Questions

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

# Pre-Survey Administration

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- Parent Permission
- Staff Buy-In
- **Proctor Guide**



# Survey Administration





# Closing the Feedback Loop

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- Introduction/Background
- Results
- Clarification questions
- Discussion questions
- Next steps



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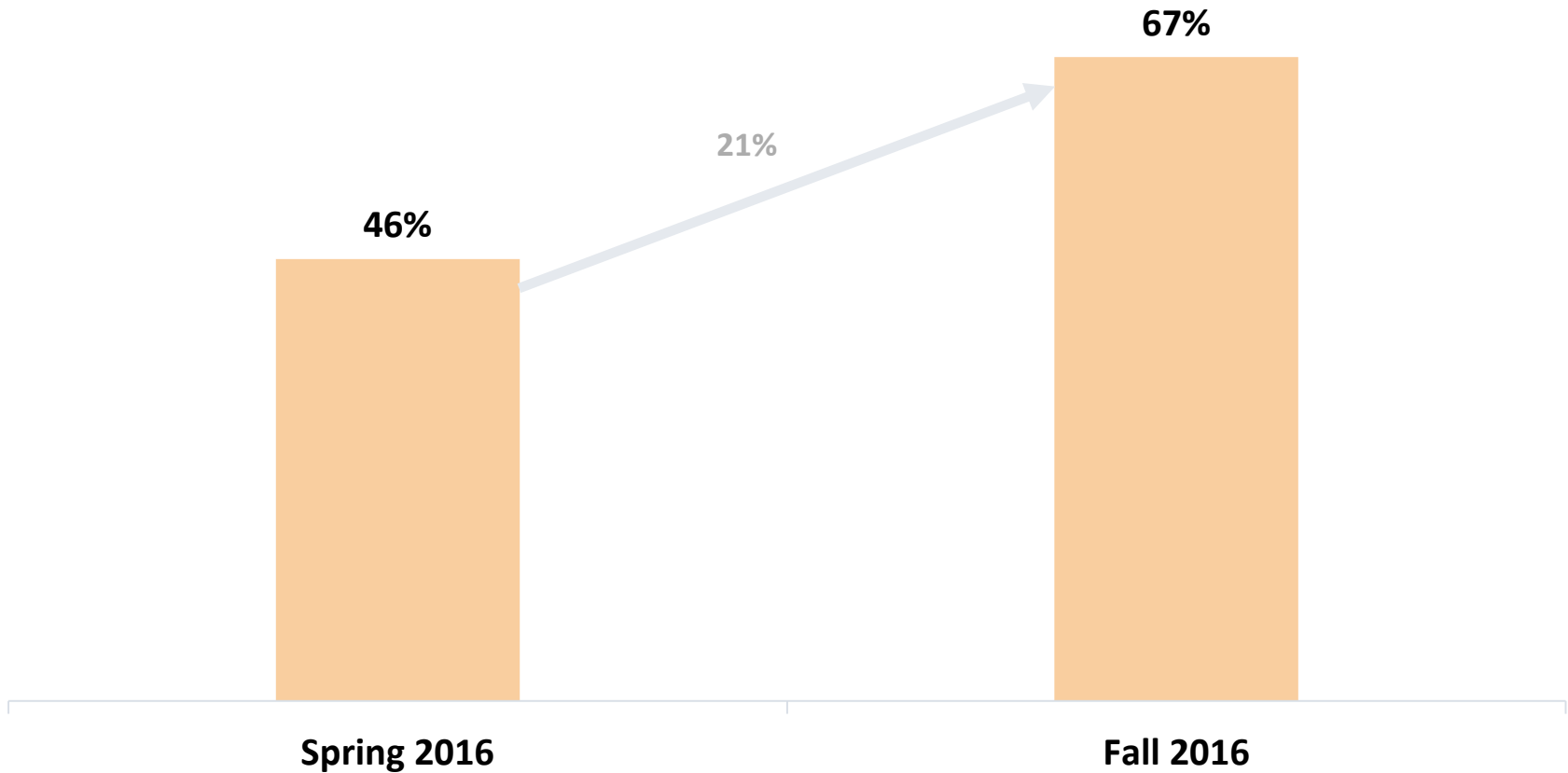
# Success Story

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# Learning Activities Help in School

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**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



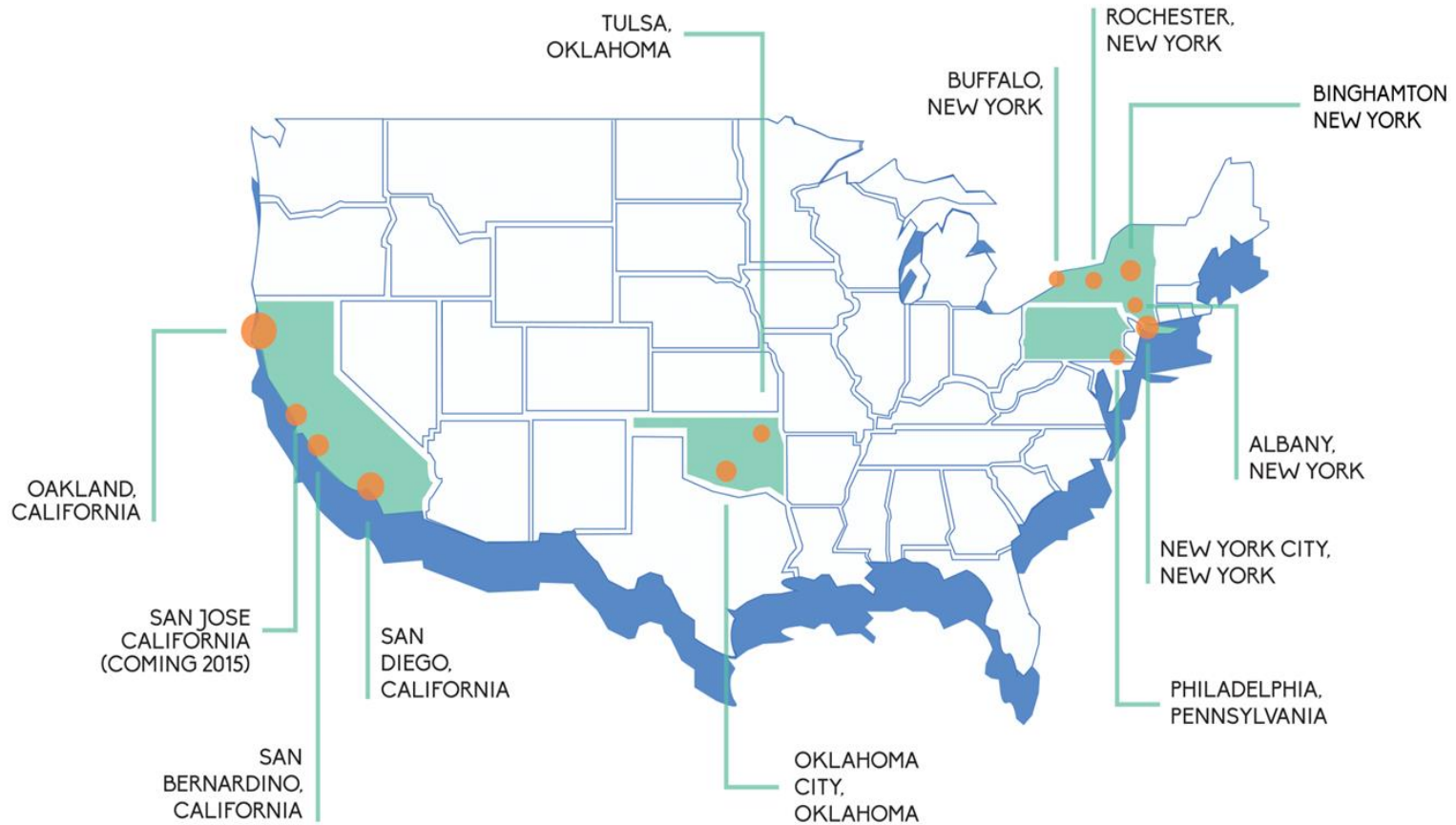


# CEO's Mission and Vision





# CEO's Locations



2016 Activity: 4,500 Enrollments and 2,600 Job Placements

# Constituent Voice (CV) Feedback Loop

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# CV Logic Model

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Activities → Outputs → Outcomes

Collect &  
Analyze  
Feedback

Improved  
Staff Service  
Delivery

Increased  
Participant  
Engagement

Respond  
& Make  
Adjustments

Stronger  
Participant  
Relationships

Increased  
Vocational  
Outcomes

# CEO's Participant Feedback System



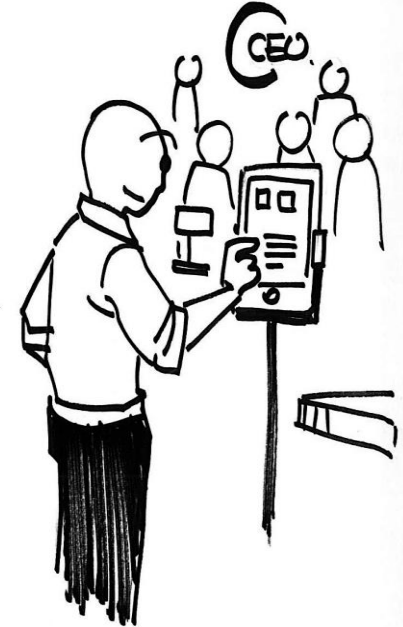
SMS Text Surveys



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?

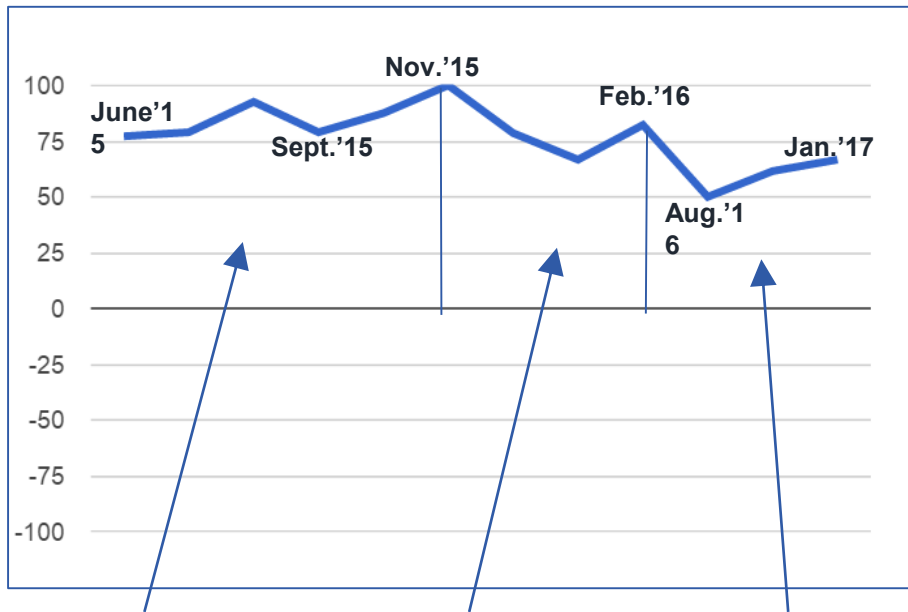
What could CEO do  
better?

When you have an  
interview, how do you  
prepare?



# CEO's Net Promoter Score (NPS)

**SMS Text (20 months)**



**Phase 1  
NPS  
82**

**Phase 2  
NPS  
76**

**Phase 3  
NPS  
56**

**Anonymous Tablet (5 months)**



**Anonymous  
Tablet NPS  
31**

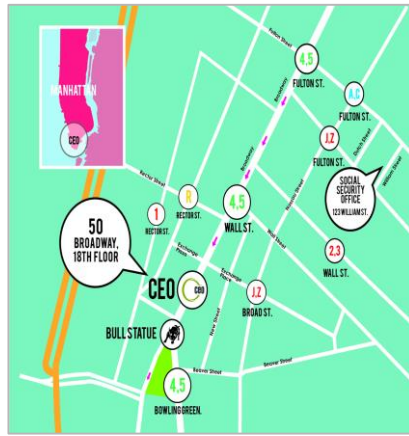
*"On a scale of 0-10 how likely are you to recommend CEO to a friend or family member?"*

# Closing the Loop

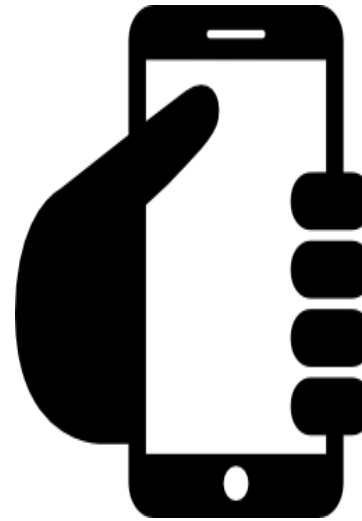
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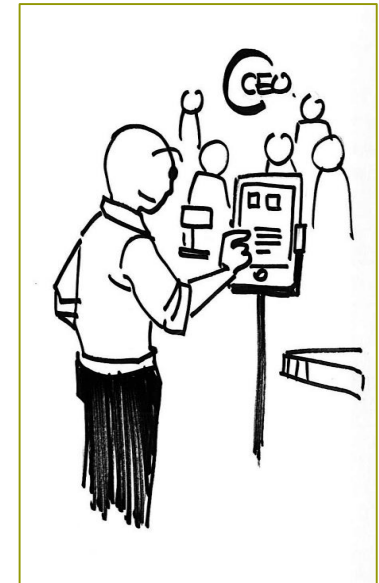
Later Start  
Time



Better  
Directions



Easier  
Communication



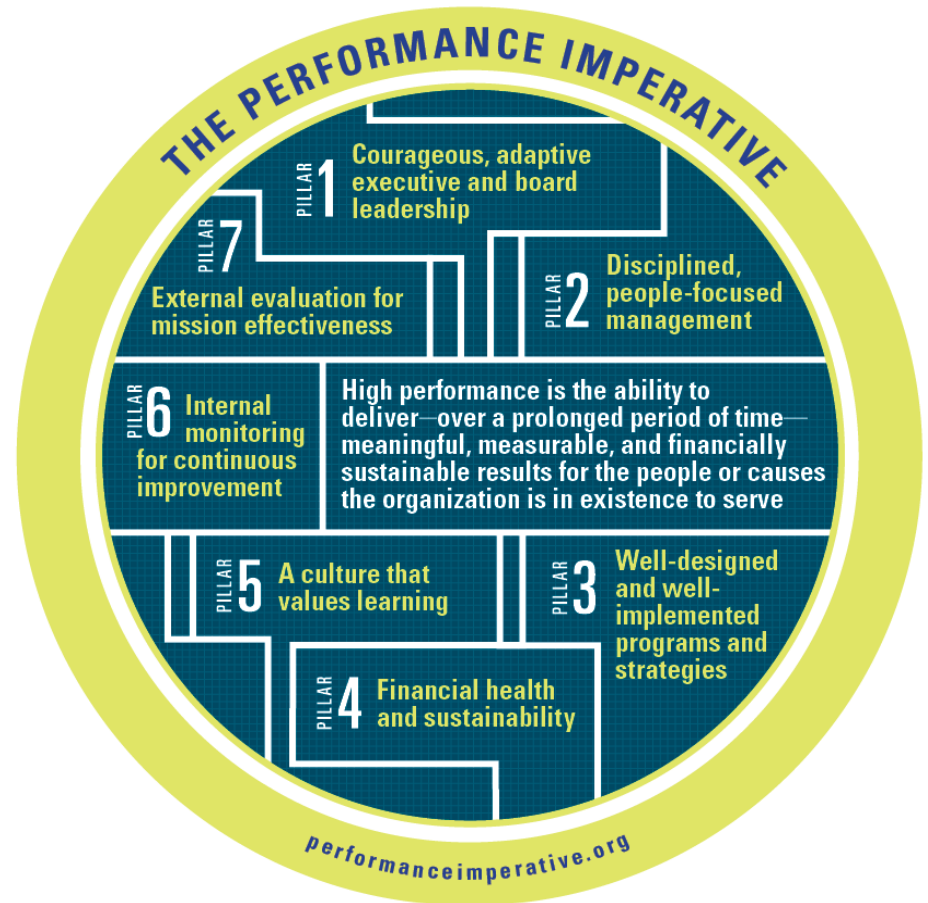
Anonymous  
Surveys



# Let's Close the Loop with Luis



# Framework for Nonprofit Excellence

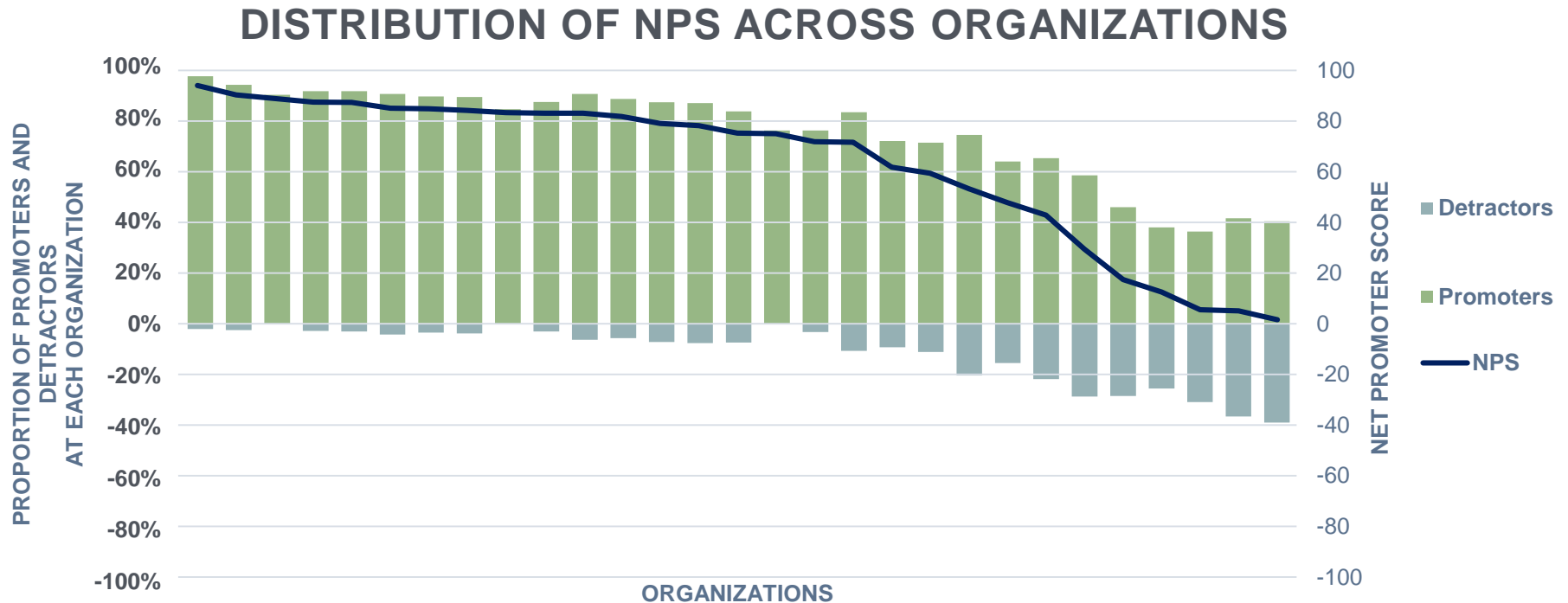


# Pillar Zero: Systematically Listening and Responding to Constituents



# Variation: Preliminary NPS Results Across L4G

NPS scores range from 94 to 2; The average NPS score is 63<sup>1</sup>



<sup>1</sup> 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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