

2021 SPRING SERIES: **RESILIENCE**

Building and Promoting a Culture of Feedback

Tuesday, April 20, 2021

[NONPROFITHR.COM/EVENTS](https://nonprofithr.com/events)

About Nonprofit HR

Our vision:

We are the leading source of innovative talent management, talent acquisition services and knowledge for the social impact sector.

- **Total lifecycle solutions for talent management.**
- **20+ years serving the social sector as a trusted advisor and thought partner.**
- **Thousands of missions served.**
- **Woman and Minority-owned.**
- **National footprint.**
- **Award-winning and highly-credentialed staff.**

“Nonprofit HR’s experts listen, articulate people-centric solutions and understand the correlation between having high-performing, engaged staff and us being able to support our members’ needs. Their team has elevated the importance of and visibility around innovative HR practices. Nonprofit HR is an invaluable strategic partner.”

Cathy Gibney, CPA
Chief Financial Officer
National Hospice and Palliative Care Organization

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Our Practices: Nonprofit HR's suite of solutions are centered around five core service areas

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STRATEGY & ADVISORY

- HR Audits & Assessment
- Workforce Planning
- Performance Management
- Workplace Culture & Employee Engagement
- Learning & Development

OUTSOURCING

- Interim Outsourcing
- Comprehensive General Outsourcing
- Specialty Outsourcing (i.e. strategy, recruitment, benefits)

DIVERSITY EQUITY & INCLUSION

- Equity Assessments & Implementation Support
- DEI Training
- Cultural Transformation
- Leadership Development
- Interim Chief Equity Officer

TOTAL REWARDS

- Compensation Benchmarking & Program Design
- Pay Equity Analysis
- Benefits Assessments & Administration
- Cost Containment Strategy Design
- HR Technology

► **IMPACT**
SEARCH ADVISORS
by Nonprofit HR

SEARCH

- Executive Search
- Direct Hire
- Recruitment Outsourcing
- Temp-to-Hire
- Temporary on Demand

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by Nonprofit HR

SOCIAL ENTERPRISE

We also partner with nonprofit and for-profit social enterprises to help strengthen their people management practices.



Lori Kipnis, SPHR, SHRM-SCP

Managing Director, Strategy
& Advisory
Nonprofit HR



Laura Green, SHRM-CP

Team Lead and Senior
Consultant
Nonprofit HR

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About Strategy & Advisory

Our Strategy & Advisory Consultants customize scopes of work to help your organization achieve its talent management objectives.

- Culture & Engagement
- Audit & Assessment
- Performance Management
- Learning & Development
- Talent Management & Workforce Planning
- Advisory On-Demand Thought Partnership

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About HR Outsourcing

Improve Performance. Achieve Better Outcomes with Nonprofit HR Outsourcing.

- Talent management strategy
- Talent acquisition
- Onboarding & orientation
- Employee relations & engagement
- Compliance
- Benefits design and administration
- Compliance & administration
- Compensation design and benchmarking
- Employee learning
- Strategic leadership support
- Talent & performance management
- Workplace culture
- ... and more

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Agenda

- What is a “Feedback Culture”
- Why Building and Promoting a Culture of Feedback is Important for Your Social Impact Organization
- Essential Elements to Building a Culture of Feedback
- Challenges & How to Overcome Them

What is a “Feedback Culture?”

- A Feedback Culture:
 - Provides frequent opportunities for bi-directional (offering and receiving) feedback focused on performance objectives and development goals
 - Cultivates meaningful coaching and development opportunities
 - Supports role clarity, cascade goal setting and real-time shifts in priorities
 - Fosters connection and trust

Best Practice Research

- Emerging workplace expectations are shifting
 - A shift from traditional performance management approaches and toward “performance development”
 - Focused on individual talents, performance needs, and sense of purpose
 - Source: **Gallup: *Re-Engineering Performance Management*, 2017**

| THE PAST | OUR FUTURE |
|------------------|-------------------------|
| My Paycheck | My Purpose |
| My Satisfaction | My Development |
| My Boss | My Coach |
| My Annual Review | My Ongoing Conversation |
| My Weaknesses | My Strengths |
| My Job | My Life |

Best Practice Research

- Gallup's findings on key factors the modern workforce seeks in a career:

| Employee's Top Needs From Employers | Employee's Top Needs from Managers |
|-------------------------------------|------------------------------------|
| Opportunities to learn and grow | Job Clarity |
| A good manager | Ongoing feedback and communication |
| High-quality management | Accountability |
| Interest in type of work | |
| Opportunity for advancement | |

Why Building and Promoting a Culture of Feedback is Important

Individual and Relationship Benefits

- Value: Employees feel valued, recognized, heard
- Development: Can be used to motivate, support, and develop employees
- Clarity of Expectations: Clarifies performance and development objectives
- Builds Productive Relationships: When major challenges arise, the environment of dialogue, collaboration (and trust) is already established
- Fosters teamwork

Why Building and Promoting a Culture of Feedback is Important

Manager Benefits

- Ensures that manager and direct reports are in sync and agree on work standards and expectations to be performed
- Reinforces or encourages an effective way of working
- Enables coaching for better performance and skill-building
- Bidirectional feedback helps the manager and direct report understand what is helping or hindering (“more of, less of, modify”)

Why Building and Promoting a Culture of Feedback is Important

Organizational Benefits

- Allows for true employee development and growth
- Builds stronger working relationships
- Greater impact of the work and mission!



Why Building and Promoting a Culture of Feedback is Important

- Greater frequency of career development conversations!
 - Engagement
 - Increased sharing of ideas
 - Retention of High Potential, Higher Performing Employees
- Conversations should not wait for (vertical) promotion opportunities
 - Focus on skills to develop and opportunities to be exposed to over next 3, 6, 12-month period
 - Identify opportunities to expand depth and breadth within role
 - Importance of (virtual) mentorship for emerging professionals

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When managers provide daily feedback (versus annual feedback), their employees are:

6.0 times more likely to strongly agree that they receive meaningful feedback

3.6 times more likely to strongly agree that they are motivated to do outstanding work

3.0 times more likely to be engaged at work

- *Gallup Re-engineering Performance Management 2017*

What Does a Culture of Feedback Look Like?

- Starts with Leadership
- Trust
- Clear Communication & Expectations
- Transparency
- Accountability
- Collaboration



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What Does a Culture of Feedback Look Like?

Starts with Leadership

- It is the responsibility of an organizations leadership to truly own and model the behavior they want to see in their organization.
- A culture of feedback isn't only in *giving* feedback, but also being prepared to receive feedback

What does a culture of feedback look like?

Trust

- Merriam-Webster defines trust as “assured reliance on the character, ability, strength, or truth of someone or something; one in which confidence is placed.”
- A culture of feedback is rooted in trust
 - Trust people can give feedback without repercussions
 - Trust they can receive feedback with their professional development in mind

What does a culture of feedback look like?

From Radical Candor:

*“One of the reasons feedback fails occur is because people often forget they need to **establish trust** by soliciting feedback before giving it, especially if they're the boss.”*



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What does a culture of feedback look like?

“...effective performance development requires managers and employees to take the time to review progress toward expectations, discuss lessons learned and plan for the future.”

Gallup: Re-Engineering Performance Management, 2017

What Does a Culture of Feedback Look Like?

Clear Communication & Expectations – real-time “data points” and examples

Transparency – sharing of strategic priorities; supports change management

Accountability – progress monitoring

Collaboration – goal setting and growth advocacy; sharing of ideas

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Challenges

- Need for Manager/Leadership Training
 - Research revealed that 8 in 10 managers lack skills in providing feedback and coaching to employees.
 - Research also shows that managers tend not to be at their best in times of stress and pressure.
 - Mercer's 2019 Global Performance Management study
- Need for Development of Manager/Leadership Principles
 - Outline (i.e.; job description, core competencies) and actively communicate expectations for employees with supervisory responsibilities
 - Role of manager/leader as coach
 - Ability to offer and receive feedback; flexibility; empathy

Challenges

- Low(er) Trust Environments
 - Begin with connection and collaboration
 - Championed and modeled by leadership
 - Non-retaliation policy
- Inconsistent and/or Unclear Professional Development Policies

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Next Steps

- **Status of Goal Setting**
 - Clarify Strategic Priorities
 - Organization, Team and Individual Level
- **Integrate Discussion Prompts in Standing Meetings**
 - “What can we do (more of, less of, modify) in support of established goals?”
 - Clarify Professional Development Policies
- **Provide Manager and Leadership Training & Clarify Expectations**
 - Offering and Receiving Feedback, Effective Feedback Across Cultures, Managing/Leading through Change

Questions and Comments



Contact Us

Lori Kipnis, SPHR, SHRM-SCP (*she/her/hers*)

Managing Director, Strategy & Advisory

O: (202) 503-3805

lkipnis@nonprofithr.com

Laura Green, SHRM-CP (*she, her, hers*)

Team Lead and Senior Consultant, Outsourcing

O: (202) 644-7454

lgreen@nonprofithr.com