FEEDBACK MECHANISMS
Webinar Companion Resource

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When & How to Shift Your Organization's Performance Management System

Webinar Companion Resource

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This resource complements the webinar entitled When & How to Shift Your Organization's Performance Management System.

When discussing the "how" behind shifting your organization to a continuous feedback model, one of the important components is to have a variety of feedback mechanisms. The following methods are some ways to achieve this goal.

1:1 Feedback Check-Ins: These are valuable for a variety of reasons; they help create feelings of progress, create a space to identify obstacles or barriers to performance, serve as a platform for immediate course correction, allow for solutions collaboration and show a value investment to all involved. Staff members are often hesitant to implement frequent continuous feedback check-ins due to the assumed time commitment. Remember that effective continuous feedback sessions aren't required to be lengthy or time-consuming. Instead, structure your performance or development feedback check-ins using the guidance from this presentation that details what could be included on your short check-in agenda. A check-in does not have to be initiated by a direct supervisor, anyone can initiate a check-in.

Pulse Surveys to Determine Employee Net Promoter Score (eNPS): Using a measuring scale (rate 1-10), a pulse survey is a more quantitative approach to continuous feedback. It typically utilizes one question to understand how your staff, across the organization or within a department, are feeling about a specific topic, with 10 being "Strongly agree/satisfied," and 1 being "Strongly disagree/unsatisfied."

Example 1 : "On a scale of 1-10, how likely are you right now to recommend our organization to someone?"

Example 2: "On a scale of 1-10, how happy are you with the recent change in how we track our time?

- Individuals who respond with a score of 9-10 are your promoters. They're engaged and willing to promote the company.
- Individuals indicating 7-8 are passively satisfied. They aren't at maximum engagement, but they're likely to be productive employees.
- Anyone scoring lower on the scale from 6-1 is a detractor. These are people who are most likely to complain about what they're doing or the company as a whole and can be toxic to your work environment and initiative.

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The Value of Conducting Feedback Surveys: To calculate your eNPS: % promoters - % detractors. If you regularly conduct these surveys and calculate your eNPS as a company (or department), you'll be able to track employee engagement and see specifically where you might want to focus upcoming efforts. You'll also be able to see which managers might need additional leadership training, or if it's worth going back and uniting people around a purpose again. Only if you track these changes over time will you know what work is still necessary and where.

Goal Setting Exercises: Many assume that goal setting should only take place during more traditional reviews (often annual or mid-year), but you can conduct goal-setting exercises at any time. They are a great mechanism to include as a feedback platform. Similar to the concern about 1:1 check-ins, don't think that implementing a goal-setting exercise has to take up a lot of time. You can use this approach to set up to three goals at one time and checking in to understand progress for these goals will also serve the purpose of a development-style check-in.

Development Plans: When you have identified a skill that could be improved or a skill that could be learned and successful due to the individual's potential, it is important to remember the use of a development plan is a great feedback mechanism to include as a type of continuous feedback. A development plan is your step-by-step timeline used to achieve skills in any area related to a position or an organization.

Recognition Programs: Organizations with recognition programs have a lower voluntary turnover rate than those without. Feedback doesn't have to be centered around progress on a project or development in a specific area, it can also mean highlighting achievement and wins across all levels. Remember to start small when implementing a recognition program to ensure consistency and a compliant approach. A great start is an employee of the month system where all are able to vote and recommend candidates for a small prize, a "kudos" message board where anyone can share a colleague's good work or a "free lunch delivery" raffle where staff can nominate employees to participate as a response to exceeding expectations.

The "Teach Me Something" Approach: This mechanism is great because it involves collaboration across position levels. It also focuses on upward continuous feedback where an employee can teach anyone above them to structure a task in their day-to-day duties. This leads to mutual respect and admiration for the sometimes-mundane tasks the employee does and allows the employee to pose process improvements and efficiencies that can be evaluated and implemented in real-time.

Need help with your organization's feedback mechanisms? Schedule a mini consult with Nonprofit HR! Email solutions@nonprofithr.com.