

Why Your Open Feedback Culture Isn't Sticking — And What To Do About It!

Tuesday, March 28, 2023

ABOUT NONPROFIT HR

Our Vision:

We are the leading source of innovative talent management, talent acquisition services and knowledges 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.
- Black woman owned.
- National footprint.
- Award-winning and 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 & Palliative Care Organization

OUR PRACTICES

Nonprofit HR's suite of solutions are centered around five core service areas.

Strategy & Advisory

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

HR Outsourcing

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

Total Rewards

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

Equity, Diversity, Inclusion & Justice

- Equity Assessments & Implementation Strategies
- EDIJ Training
- Cultural Transformation
- Leadership Development
- Interim Chief Equity Officer

►IMPACT SEARCH ADVISORS by Nonprofit HR

- Executive Search
- Professional Search
- Recruitment Outsourcing
- Interim Leadership

sita by Nonprofit HR

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

Presenters

Nonprofit**HR**



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Agenda

- Open Feedback Overview & Importance
- What Gets In the Way
- Building an Open Feedback Culture
- Reflections & Closures

What is open feedback culture?
What does it look like in your organization?

Open Feedback Culture Overview & Importance



WHAT IS OPEN FEEDBACK CULTURE

Feedback that is part of the everyday workflow

Staff feel free and are encouraged to share and receive feedback

Often a reciprocal exchange rather than top down

Where staff feel psychologically safe to share thoughts and opinions

BENEFITS OF OPEN FEEDBACK

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Empowers
Employees &
Boosts
Engagement

Fosters Trust

Improves
Workplace
Communication

Catalyzes
Professional
Growth

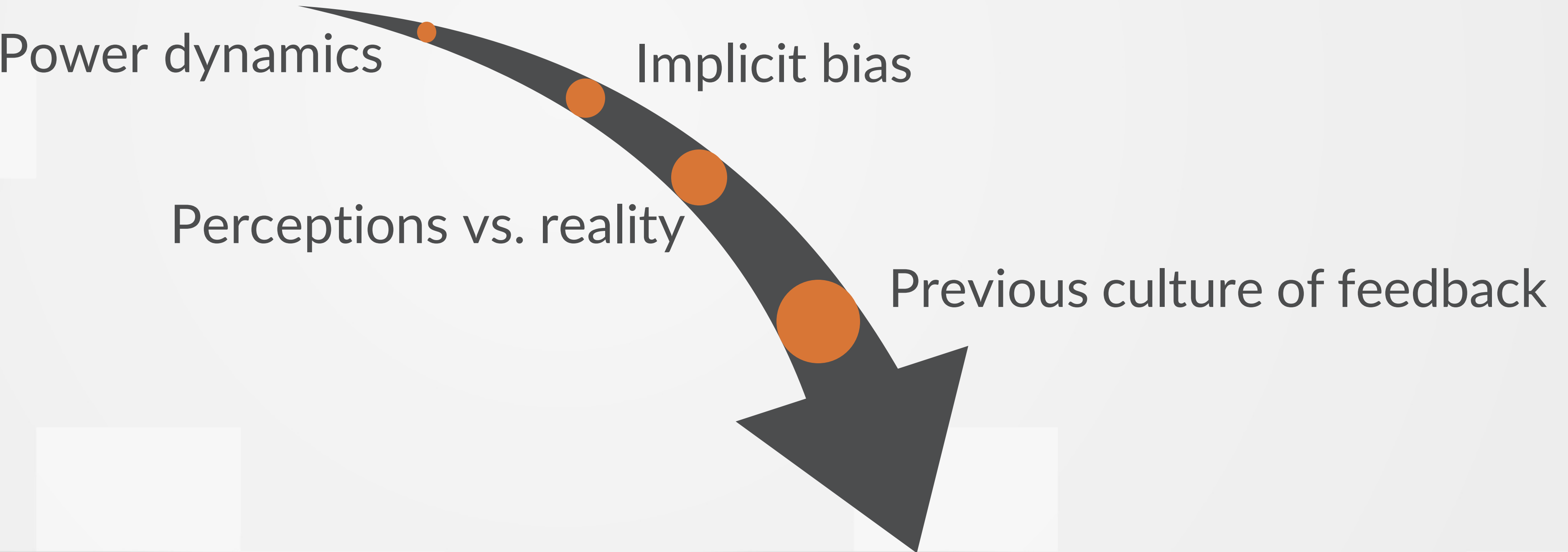
Creates a Culture
of Inclusion &
Belonging

What Gets in the Way



THINGS MAKING YOUR OPEN FEEDBACK CULTURE GO DOWNHILL

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POWER DYNAMICS



Staff across the organization need to consider their power (positional, coercive, expert, informational, referent, connection and reward)

Understand their identities and the identities of the people around them

Be consistent in how they engage

Allow for other voices to share in the space first AND share how they are leaning/feeling towards the end

Understand triggers and defensive behaviors/reactions

Co-create the processes, feel, and culture through intentional conversation



Building an Open Feedback Culture

Building Blocks of Open Feedback Culture



Psychological
Safety & Trust



Normalcy &
Balance



Valuing
Employee
Voices



Responding &
Personal
Accountability



Feedback
Training



SETTING THE FOUNDATION: PSYCHOLOGICAL SAFETY

Psychological safety is a condition in which you feel included, safe to learn, safe to contribute and safe to challenge the status quo... all without fear of being embarrassed, marginalized or punished in some way.

- Psychological safety follows a progression based on the natural sequence of human needs:
 - Human beings want to be included.
 - They want to learn.
 - They want to contribute.
 - They want to challenge the status quo when they believe things need to change.
- Create psychological safety & trust by:
 - Getting to know each other
 - Don't stray away from feelings and emotions
 - Making it okay to say no
 - Leading with curiosity & empathy

Adapted From: The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation by Timothy R. Clark

PSYCHOLOGICAL SAFETY REFLECTION

- **SAFE SPACE TO CONTRIBUTE:** Do you grant others maximum autonomy to contribute in their own way?
- **BRAVE SPACE TO CHALLENGE THE STATUS QUO:** Do you consistently invite others to challenge the status quo in order to make things better, and are you personally prepared to be wrong based on a humility and learning mindset?
- **INCLUSION:** Do you accept others and welcome them in even if their values differ from your own?
- **SAFE LEARNING SPACE:** Do you encourage others to learn and grow, and do you support them in that process even when they lack confidence or make mistakes?

IMPLICIT BIAS

Refers to the attitudes or stereotypes that affect our understanding, actions and decisions in an unconscious manner.



NORMALCY & BALANCE



Alignment Check-in:

How do you know your voice is being
valued in the workplace?

How do you value others' voices?

VALUING EMPLOYEE VOICES

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Team members
are encouraged
to give feedback
as much as
managers/leader
ship

Feedback will be
respected &
taken seriously

No fear of
repercussions or
labeling

Feedback is
responded to,
addressed or
followed up with
in a meaningful
way

RESPONDING TO FEEDBACK & PERSONAL ACCOUNTABILITY

Lean into feedback and see it as a learning opportunity

Avoid defensiveness and be transparent

Act upon feedback when appropriate and necessary

Have follow-up conversations/meetings

PREVIOUS CULTURE OF FEEDBACK



FEEDBACK TRAINING

- Feedback may not come naturally
 - Think of feedback as a skill that needs developing
- Establish formal moments of training and development for leaders and staff
 - Company-wide workshops
 - Small group sessions
 - Individual mentorship



Reflections & Closure

REFLECTION OF YOUR FEEDBACK CULTURE

Ask yourself...

When was the last time you received feedback from someone who wasn't a manager or supervisor?

How often do you give feedback to someone you DON'T manage?

Is space made in day-to-day interactions/meetings to give feedback?

Who do you hear the most feedback from? Who do you hear from the least? What's their proximity to power?

Ask your organization...

How have you communicated open feedback culture to staff? How have you trained them on it?

Do you have different feedback channels for staff? What are they and are they effective?

How (often) have you responded to organizational feedback provided by staff?

How are you measuring the effectiveness of your open feedback culture?

MAKING A COMMITMENT...



What will it specifically take for your organization to have a positive & healthy open feedback culture?



What are three things you need to start doing, stop doing and keep doing?
What can you start tomorrow?

THANK YOU!

CONTACT US

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