



COLLECTIVE IMPACT FORUM



Welcomes you to the **Collective Impact Virtual Coffee**

Prioritizing Feedback Loops: Lessons from Funders and Grantee Partners

December 17, 2018



Welcome from the Collective Impact Forum

- We want to hear from you! Share your **questions** in the question box on the right.
- A **recording** of today's discussion will be made available by tomorrow. We'll send you an email once it's up in the Collective Impact Forum resource library.
- Download a PDF of today's presentation in the Handout Section on the right of your screen.



Robert Albright
Director of Programs,
Collective Impact Forum



Thank You for Joining

Join the conversation

1

Ask a question

Send questions via the Q&A box on the right of your screen.

2

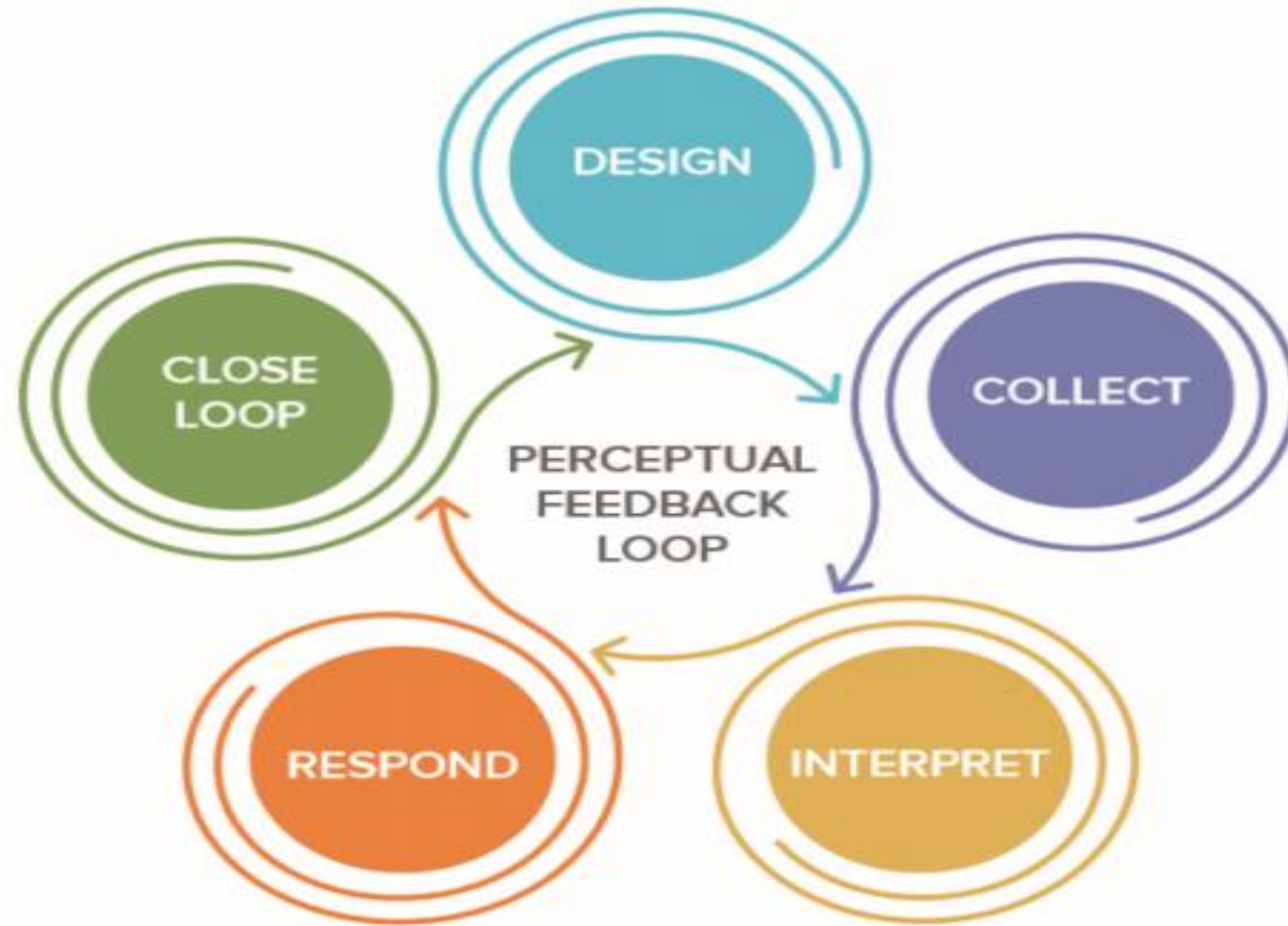
Share on Twitter

#Clvirtualcoffee
#collectiveimpact
@CIForumTweets

Technical assistance

Ask for assistance in the Question box on the right or email
info@collectiveimpactforum.org

Components of a High Quality Feedback Loop



Source: Fund for Shared Insight



Considering Feedback in the Broader Context of Your Work

- Consider feedback as **more than just a one-time activity or a check-list of to-do's**
- Connect your feedback activities **to a broader set of considerations** in your role:
 - How you authentically build trust and relationships
 - How you use your power and influence
 - How you share power and build the capacity for others to lead
- Regularly (and repeatedly) close feedback loops to **reinforce a culture of openness, humility, and continuous learning** in your organization



Why Feedback Matters: Implications for Funders

- Funder goals and strategies can benefit from the expertise of grantees and those with lived experience
- Authentically engaging those with lived experience can help address power dynamics and influence the direction of a funder's strategy
- Lack of feedback loops results in missed opportunities for organizational learning as well as ongoing improvements for funders
- Feedback helps to reinforce what is working well, identify what isn't working well, and ultimately redirect resources when necessary

Today's Collective Impact Virtual Coffee Guests



Lemuria Alawode-Ei

*Director, Community Building,
United Way of New York City*



Troy Allen

*Director of Employment and
Family Support Services, SRVS*



Dawn Heyward

*Director of Early Childhood,
Eastside House Settlement*



Jacqueline Jenkins

*Senior Vice President, Chief Impact &
Strategy Officer, United Way of New York City*



Katie Midgley

*Director of Research & Evaluation,
Plough Foundation*

At your (SRVS)ice...Learning from the People We Seek to Help!



Katie Midgley

Director of Research and
Evaluation

Plough Foundation



Troy Allen

Director of Employment +
Family Support Services

Shelby Residential +
Vocational Services (SRVS)

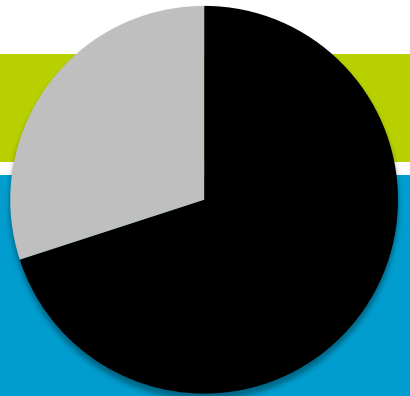
Introducing....

- Plough Foundation & the Memphis landscape
- Shelby Residential and Vocational Services....



#FeedbackEmpowers

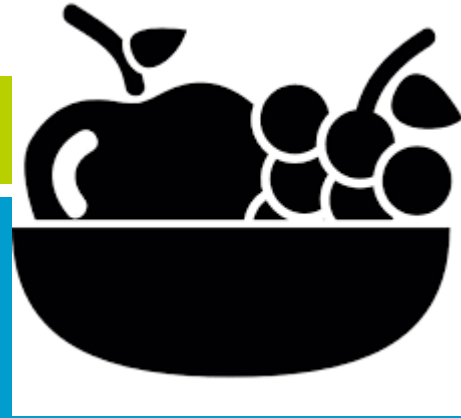
PLOUGH FOUNDATION...DOING THE GREATEST GOOD..."



> 26.2%



> 50%



200,000

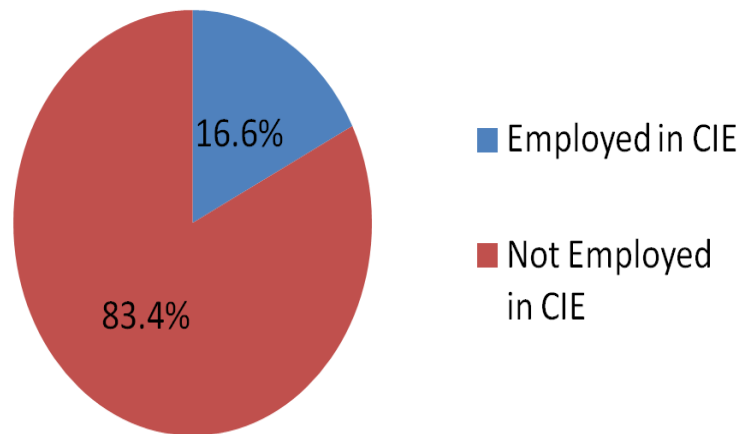


> 250 mil

SRVS

- ▶ SRVS (pronounced “serves”) is a non-profit, United Way of the Mid-South partner agency at the forefront of disability services for 55 years.

Statewide CIE Rate*



Our Mission: SRVS exists to provide the services that people with disabilities need to live meaningful lives as members of their communities.

Who We Are:

- Largest provider of disability services in West Tennessee, serving more than 1,600 adults and children each year.
- Innovative, person-centered agency offering a comprehensive suite of service solutions to support peoples’ needs across the lifespan.

Who we support



LISTEN for **GOOD**

LISTEN for GOOD

Advancing the practice of feedback loops in the social sector

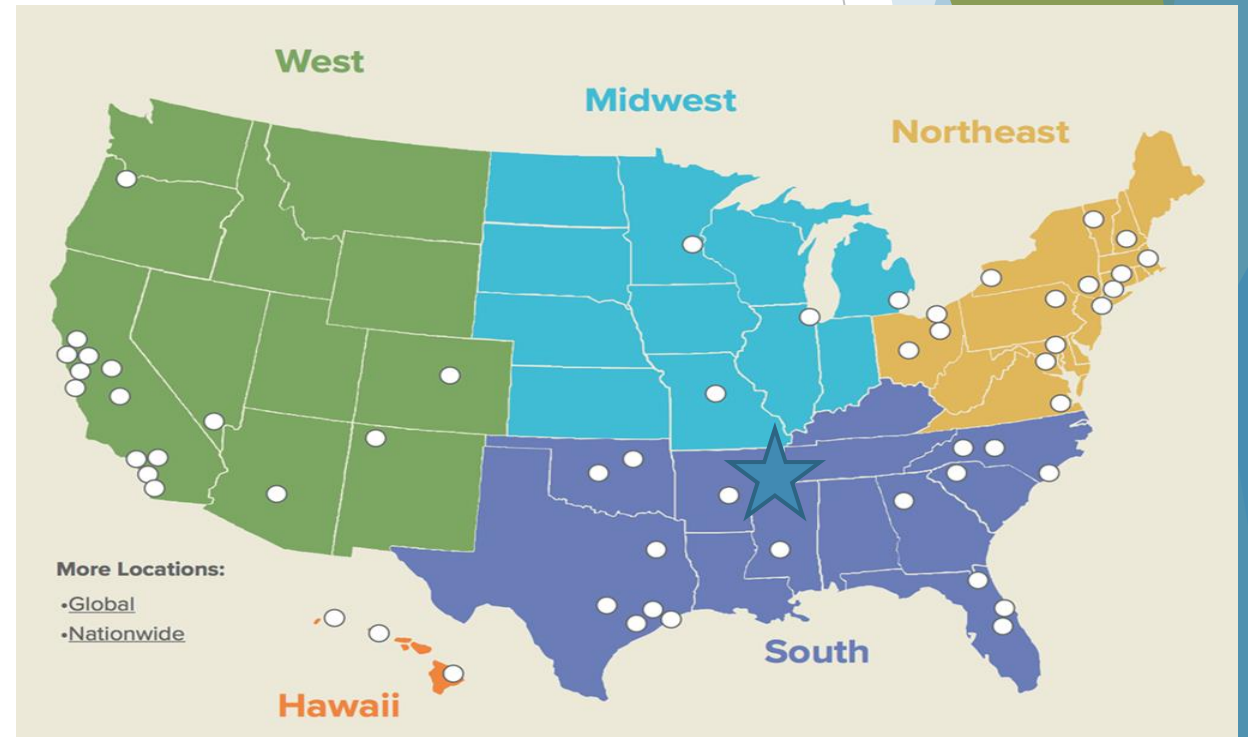
An initiative of *Fund for*
Shared Insight

5 YEARS IN
OPERATION

243 **94**

GRANTEES FUNDING PARTNERS

\$22,700,000
GRANT FUNDS ALLOCATED



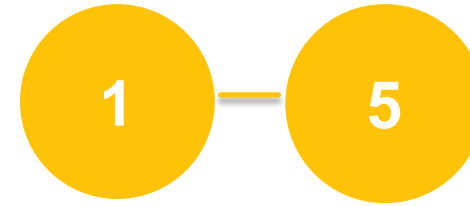
KEY COMPONENTS OF THE PROJECT



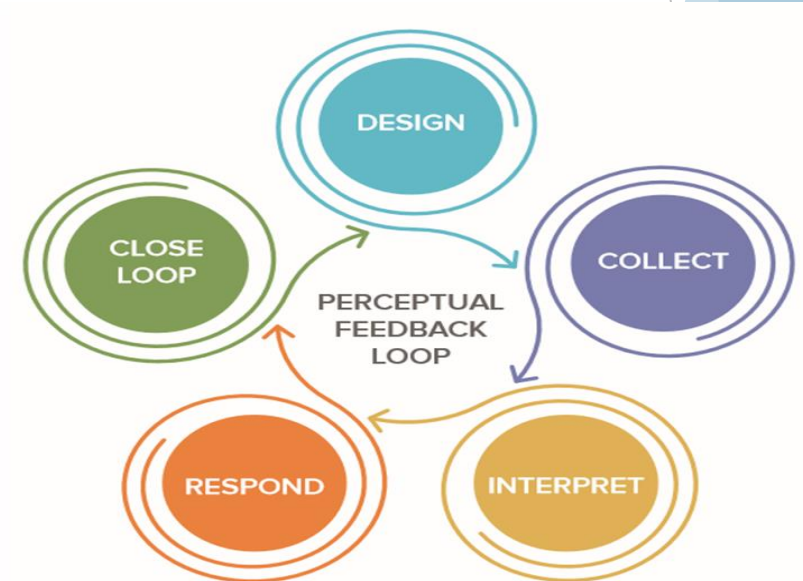
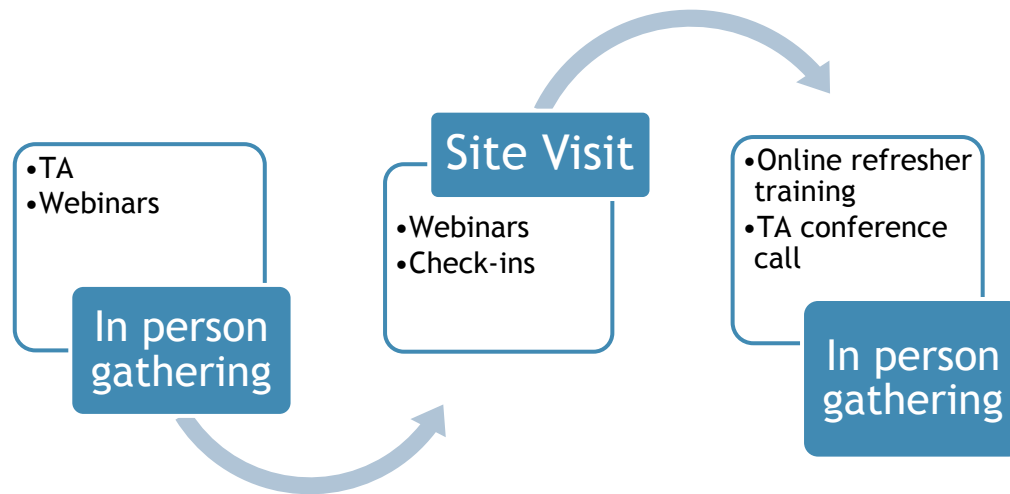
1.
Matched funding



2.
SurveyMonkey
platform



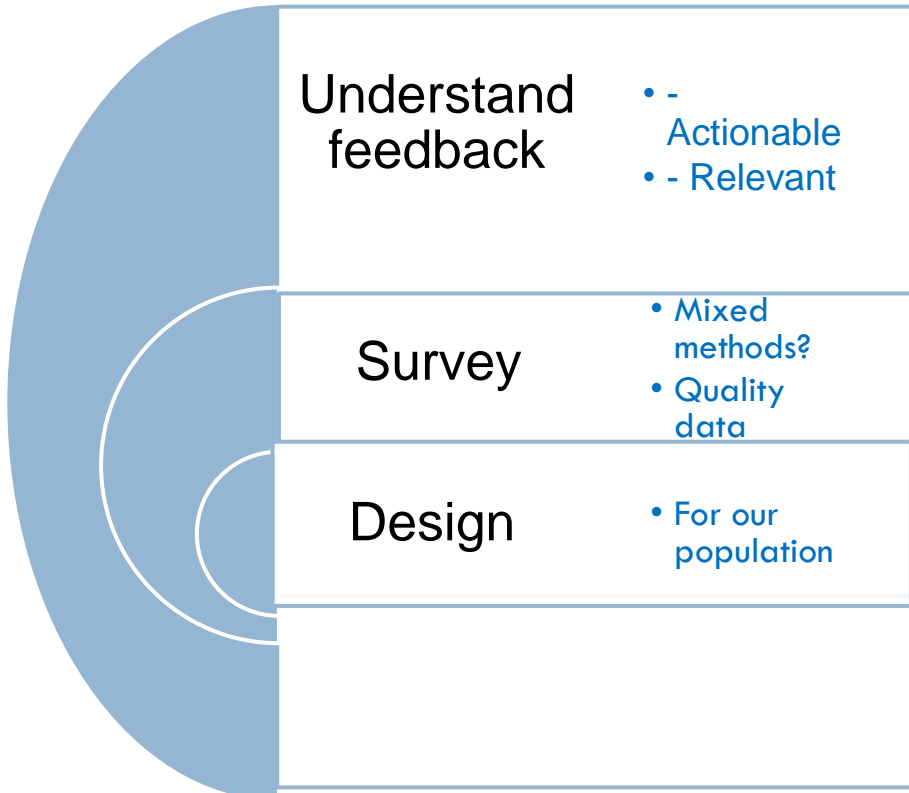
3.
Semi-standard
question set



SRVS--- A CASE STUDY....













SRVS Case Study- Background + Process



Design: Tailored to Our Population!

It is also recommended that you use visual cues to help individuals pick the number that they want to give CB Day. You can do this by using gestures (e.g. wide hands spread apart means you like CB Day very much and would give it the highest score, a 9 or a 10, etc.), or, you can use the visual scoring sheet below and point to the different numbers/scores as you explain them and ask individuals to point to the score they would give CB Day.

1	2	3	4	5	6	7	8	9	10
									
I would tell people I don't like coming to CB Day ever, at all	I would tell people I don't like coming to CB Day most of the time	I would tell people I don't like coming to CB Day in general.	I would tell people I don't like to coming to CB Day sometimes, or I just wouldn't say anything at all.	I would tell people I like coming to CB Day, but not very much, or I just wouldn't say anything.	I would tell people I like coming to CB Day sometimes.	I would tell people I like coming to CB Day most of the time/ most days.	I would tell people I almost always like coming to CB Day.	I would tell people I really like coming to CB Day almost all of the time.	I would tell people I love coming to CB Day all the time/ every day

Response Rate

Community-Based Day Program	Method	Response Rate
People We Support	In-person interviews conducted by two trained managers at CB-Day sites.	98%
Families	Mailed surveys	77%
Staff	Online surveys	91%

▶ CLOSING THE LOOP

Mario Jones (Shady Grove)

What is SRVS Community-Based Day program good at?

I like to go shopping and visiting different museums.



What could SRVS Community-Based Day program do better?

I would like to get help finding a job.



How much of a positive difference has SRVS Community-Based Day program made in your life?



How often do staff at SRVS Community-Based Day program treat you with respect?



How frequently do you choose where you want to go in the community when you are in the CB Day program?



April 2016

How much of a positive difference has SRVS Community-Based Day program made in your life?

Site	How did we do	% Extreme or Large
Charity Church	★★★★	100%
Holy Temple	★★★	80%
Longview	★★★★	100%
Olivet	★★★	67%
Shady Grove	★★★	80%
Trinity	★★★★	100%



Featured Grantee Stories

[See all stories →](#)



Articles and Resources

- [An Under-Tapped Source of Insight: Listening to the People We Seek to Help](#) February 2017
- [Listening to Beneficiaries Helps Nonprofits Learn What Doesn't Work](#) December 2016
- [Closing the Feedback Loop \(PDF, 2MB\)](#) Summer 2016
[Read the article online \(Subscription required\)](#)
- [Net Promoter System: Experimenting with SMS surveys in the Philippines](#) November 2015
- [Brief Review: Use of NPS To Gather Beneficiary Feedback In the Nonprofit Sector](#) August 2015
- [Net Promoter Score for the Nonprofit Sector: What We've Learned So Far](#) July 2015
- [Net Promoter Score for Nonprofits?](#) June 2015

“We are proud that now, the people we support can wake up and choose what they want to do each day, just like you or I can...” Troy Allen, SRVS

SRVS

Insights and Learning

- ▶ Training dedicated survey administrators made the process efficient and consistent.
- ▶ Developing a comprehensive, standardized interview guide tailored to our population was key.
- ▶ Closing the loop with personalized reports for each supported person is time-consuming, but meaningful.

The Future

- ▶ Revising procedures to support new feedback system
- ▶ Created Personal Outcomes Measurements (POM)
- ▶ Have hosted ELEVEN different states to demonstrate best practices in organizational transformation based on the modification...Maybe more??
- ▶ Continuing to gather feedback...Have replicated the program model in many programs at SRVS!

Listen For Good

Insights and Learnings

- ▶ L4G core survey is applicable to a wide variety of organizations and the people they serve
- ▶ L4G yields useful information and insights and enables nonprofits to make meaningful changes
- ▶ Funders are supportive but need to better integrate the feedback of people supported by organizations

The Future

- ▶ Testing enhanced Listen4Good website that includes self-directed learning and technical assistance, video tutorials
- ▶ More co-funded grant rounds in 2019 and 2020 (not yet publicly announced)
- ▶ In 2020, Listen4Good website only version available to any nonprofit that wants to implement feedback loops

Plough Foundation

Insights and Learning

- ▶ Model of professional development + relationship building for staff (be intentional)
- ▶ Take the time to recognize + celebrate grantees for their hard work (Easy win)
- ▶ Evaluation isn't just a report that goes in a folder....

The Future

- ▶ Continuing to share the good work of our first cohort
- ▶ Continued partnership with Listen For Good, New Grantee selected Friends For Life
- ▶ Infuse feedback practices in overall grant making

Learn more!

Do yourself a favor and learn more! Visit SRVS at <https://www.srvs.org/> to learn more about their amazing work!

In Five Minutes:

- Watch the video! (Will be posted with the recording...)...

In Half a Day:

- Read all the articles, Talk to Listen for Good folks & SRVS/Plough staff on the phone, explore the website

Two day:

- Come see us! Conduct a site visit. See the magic happen! (And yes, we have ribs and a duck march too...)

Next Steps + Contact Information

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United Way of New York City

- **United Way of New York City's mission**—to improve the lives of **low-income New Yorkers** for the benefit of all.
- **Our Purpose**—to help low-income families make meaningful and measurable progress toward **self-sufficiency**.
- In NYC, **40%** of families live below the self-sufficiency standard and **84%** of those households have at least **1** working adult. The minimum cost of living can range from about **\$51,000 to \$85,000 annually** depending on where you live and your family composition.
- **Program Portfolio:** ReadNYC, FeedNYC, BenefitsAccessNYC, WorkNYC, StrengthenNYC, & AdvocateNYC



ReadNYC—A Collective Impact Approach

- **ReadNYC** is UWNYP's signature collective impact initiative—a **2-generation approach** to ensure children are reading proficiently by 3rd grade.
- We piloted ReadNYC in the poorest congressional district in the country, **the Mott Haven** neighborhood of the S. Bronx. The average household income in Mott Haven is around **\$21,000**.
- **ReadNYC Theory of Change:**
 - **6** mutually reinforcing interventions to improve 3rd grade literacy:
 - school readiness
 - attendance
 - expanded learning time
 - parent engagement
 - instructional leadership
 - health & wellness
 - About **51** community-based organizations engaged over 5 years
 - **12** core implementation partners
 - **1** community anchor organization: Eastside House Settlement



UWNYC Change Challenge

- **The Change Challenge:** We were no longer feeling connected to the needs of our ReadNYC community partners after 5 pilot years. We needed feedback from our ReadNYC community partners.
- **Our Proposed Solution:** Adopt Moves The Needle’s “Lean Innovation” approach to re-connect with community.

MTN’s Lean Innovation Approach & Method

- Combines the creativity of **design thinking**, the rigor of **Lean Startup**, and the discipline of **agile** ways of teaming to unleash an **entrepreneurial spirit**
- Applies the “**5 Es**” of rapid feedback —expose, empathy, exploration, experimentation, evidence
- Understand your “**customer**”—create value even if they don’t pay you a dime
- Mitigate risky **assumptions** by constantly testing them
- Remove **waste** in resource allocation
- Create a **culture** of collaboration, learning & continuous improvement



Design of Lean Innovation Pilot

- **Project Design:**
 - Inter-organizational Teaming
 - 2-Day Immersive Bootcamp
 - 12 Week Accelerator Weekly Experiments
 - Customer Empathy Interviews
 - Community Research
- **ReadNYC Innovation Team:**
 - Innovation coach
 - UWNYP ReadNYC program staff
 - ReadNYC community anchor organization in S. Bronx: Eastside House Settlement
- **Customer Pain Point:** How might we re-engage our ReadNYC partner network in the South Bronx?
- **Hypothesis Tested:** ReadNYC partners will find value in a partnership grant.



Learning #1: Adults Can Forget How To Learn

Getting adults to adopt and enact a learning orientation, rather than a performance orientation, is a significant achievement in and of itself.



Learning #2: Leaders & Managers Can Kill Learning & Innovation

When you are in “*search*” and learning mode, rather than “*execute*” and implement mode, leaders and managers may need coaching on how to *mentor* rather than *manage* learning and innovation.



Learning #3: Moving Quickly Elicits Emotion

Rapid experimentation *in collaboration with others* requires you to address your anxiety about the unknown and “being wrong”. You must surface these emotions and get out of your own way.



Learning #4: Partners Want Money, Engagement & Clarity

Our CBO Partners were interested in funding from us, but what they really wanted was clarity on what we mean by partnership.

We iteratively drafted many versions of a “partnership agreement” document based on community feedback collected during interviews. We closed feedback loops nearly weekly.



Learning #5: Truly Partnering With a Grantee is Powerful

Deep, authentic, transparent partnership builds stronger alliances and creates a true collaborative platform from which to build trust, launch innovation and drive impact

Q&A

Send questions via the questions box on the right side of your screen



Join the Growing Collective Impact Movement at www.collectiveimpactforum.org

The Collective Impact Forum communities features:

- **25,000 members** and growing
- **300+ resources** on collective impact, including articles, case studies, videos, and tools, **all free to access**
- **Community discussion forums** where members engage on topics and queries related to collective impact
- **News from the field**, including RFPs, job postings, workshops, conferences, and webinars

Forum Partners



Co-Catalysts





Want More Information? See this Recent Report on Advancing Funders' Openness Practices



Published earlier this year with support from the Fund for Shared Insight, the report **Advancing Funders' Openness Practices** includes case studies and key findings regarding:

- **Challenges** that funders face in pursuing openness and transparency in their work
- **Successes** with embracing openness with grantees and those with lived experience
- **Other tools and resources** in the field on openness

The full report is available for free download at www.collectiveimpactforum.org

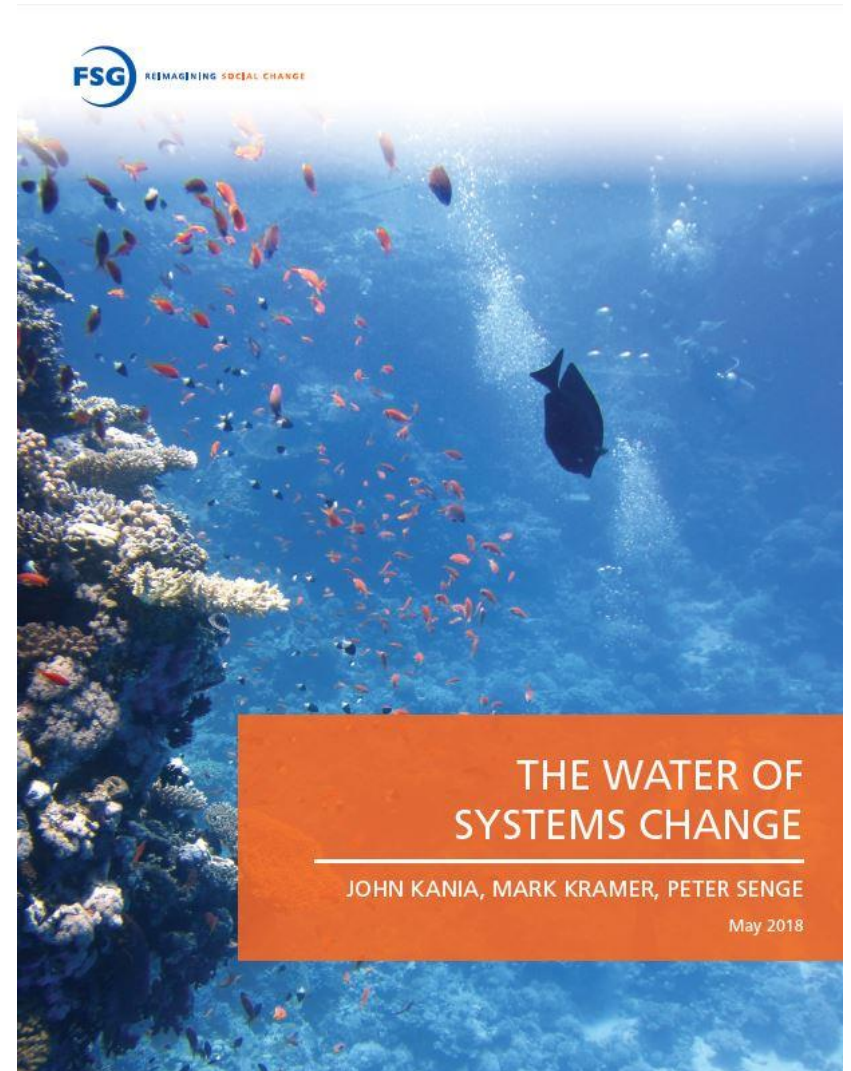


Upcoming Online Learning Event

The Six Conditions of Systems Change

January 24, 2019 | 3:00pm – 4:00pm ET

Join us and John Kania, co-author of the 2011 *Stanford Social Innovation Review* article “Collective Impact” and the recent FSG article “The Water of Systems Change,” for a virtual discussion on the concepts and conditions involved in systems change work.





Join Us at the 2019 Collective Impact Convening on May 14-16 in Chicago

2019 Collective Impact Convening Chicago | May 14-16, 2019

- **Sixth annual convening** on collective impact
- **Opportunities for in-depth learning and peer-exchange** with over 700 backbone leaders, funders, and other collective impact practitioners
- **More than 40 interactive sessions** on community engagement, equity, evaluation, leadership, and more
- **Featured speakers:** John A. Powell (UC-Berkeley), Michael McAfee (PolicyLink), Liz Dozier (Chicago Beyond), Efrain Gutierrez (Obama Foundation), Michelle Morales (Mikva Challenge), Rye Young (Third Wave Fund), and Tiffany Yu (Diversability)



Visit www.collectiveimpactforum.org/events to register now

**Thank you
for joining us!**