

# Creating a Feedback Rich Culture

## Systems and Behaviors to Create a Feedback Rich Culture

Feedback isn't about "once-and-done." An effective organization strives to create a feedback-rich culture which takes both organizational systems and leadership behaviors that are applied consistently over time. There are many aspects to creating a feedback-rich culture; the list below shows many of them. The list is in two columns, one for systems, another for behaviors. It is important to have both. **Systems support and sustain behaviors. Behaviors bring systems to life.** You might check out the list below to see where your organizations thrive and to identify where you might need to focus on improving.

Supporting Effective Feedback and Creating a Feedback-Rich Culture	
Systems	Behaviors
Clear job descriptions and work plans	On an ongoing basis, clear expectations are communicated and reinforced by organization's leaders
Expectations for behaviors are clearly stated in a well-defined performance feedback process	Performance feedback given with specific behavioral examples, both positive and constructive
Prior year performance feedback is reviewed and referenced, not forgotten	Feedback is put in the context of development, longer term growth
Budgets include money for staff development	Staff development is offered to help staff move towards longer term growth, not just immediate skill/knowledge
The Organization's Standard Operating Procedure is used to do evaluations after each meeting, event, project	Leaders request and model receiving feedback, push for constructive feedback, and use feedback that they've been given
Organizational values and inclusive behaviors are clearly stated in feedback process, and at the start of meetings, and in annual plans	Discussions are held around organizational values and inclusive behaviors. Leaders make sure that "outliers" are heard and included
Annual performance review of ED is conducted by the Board with input from staff	Executive Director models transparency, sharing what they are working on, appreciating feedback
Leadership staff receive periodic 360s with input from colleagues	Staff who receive feedback thru 360 and otherwise share what they are working on, as well as appreciation for getting feedback

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Staff are trained on best practices for giving and receiving feedback – including grounding in observation	Executive Director and supervisors model and practice sharing direct observations as part of feedback
Staff training sessions are conducted on interrupting bias, mitigating dominant culture, and inclusive behaviors	Executive Director and leadership staff champion Diversity, Equity, and Inclusion (DEI) work, practice these behaviors, “out” themselves when they come up short, and ask for feedback on these
Staff structure is flexible enough to allow staff to work together in small teams, and to hold different roles in different projects, sometimes leading, sometimes following	Leadership invites cross-training and flexible project teams, teams allowed sufficient running room
Regular time at staff meetings or virtual reports to celebrate victories and appreciate staff	Executive Director and other leadership staff congratulate and celebrate staff, especially staff who are less visible (get less external validation)