

# Fund for Shared Insight – Listen for Good Six-Month Survey Results

February 2017

## Introduction

Listen for Good, an initiative of the Fund for Shared Insight, offers grants for nonprofits to experiment with using the Net Promoter System (NPS) to collect constituent feedback. As explained on their website, the goal of Listen for Good “is to explore a simple but systematic and rigorous way of collecting feedback from the people we seek to help, as well as to help nonprofit organizations, across issue areas, populations served, geographies, and budget levels, to build the practice of high-quality feedback loops with those they serve.”<sup>1</sup>

This memo summarizes findings related to grantee experiences implementing constituent feedback loops and any resulting organizational changes, as well as grantee feedback on Listen for Good’s technical assistance (TA) based on their experiences engaging in the early phases of the work. This memo also offers recommendations for Listen for Good moving forward.

## Methodology

Forty-six nonprofits, with the support of 28 co-funders, have been selected to participate in the initiative. ORS Impact invited a program manager and an agency leader from each Listen for Good grantee organization to complete a survey. We asked agency leaders about their organizations’ progress toward building constituent feedback loops, from

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<sup>1</sup> Retrieved from: <http://www.fundforsharedinsight.org/listen-for-good-overview/>



their perspective as the leader of their organization. We asked program managers more detailed questions related to the Listen for Good initiative in particular. (Refer to Appendix B for the quantitative questions asked of each group.)

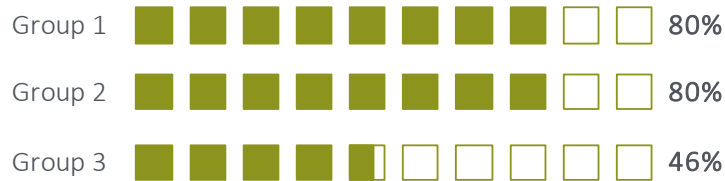
Due to the rolling application process, grantees are at different points in the feedback process. Given this, ORS Impact divided grantees into three survey implementation groups for six-month data collection, based on when grantees begin collecting data in SurveyMonkey: Groups 1, 2, and 3.<sup>2</sup>

## Notes about the Data

While Groups 1 and 2 included grantee organizations that have either completed or are in the process of completing data collection during survey implementation, Group 3 included all remaining grantee organizations that were not previously surveyed. As such, Group 3 data includes responses of grantees that have not begun data collection.

Figure 1 illustrates the percentage of program managers who indicated they have either completed or are in the process of completing “Step 3: Interpreting Results.” The figure shows how far along grantee organizations were at the point when they were surveyed.

**Figure 1 | Percentage of Program Managers Who Have Either Completed or Are in the Process of Completing Step 3: Interpreting Results**



More than half of program managers from Group 3 have not yet begun interpreting results. As such, Group 3 respondents have less experience with the five steps of the Listen for Good feedback process—including responding to feedback and closing the loop—compared to the two other groups. Therefore, we exercised some caution in extrapolating meaning from findings specific to this group. The Listen for Good team has also continued refining and evolving their support to grantees over time as they learn more about what organizations need. As a result, we expect to see some variation over time in grantee results.

<sup>2</sup> Group 1 includes all grantee organizations that had begun collecting data using SurveyMonkey as of June 16, 2016 (n=16). Group 2 as of October 1, 2016 (n=11). Group 3 includes all remaining grantees that have not been surveyed in previous groups, regardless of having begun data collection (n=19). A table of response rates per round can be found in the Appendix A.



## Grantee Experiences Implementing Feedback Loops

Program manager respondents were asked about their experience and perspective on each step of the Listen for Good feedback process. In this section, we synthesize key findings by step and discuss trends across the three survey implementation groups. Although agency leaders were asked a different set of questions, their responses are included when relevant to the specific step being discussed.

### Survey Design

#### Grantees appreciated the survey template.

When asked what worked well about developing their survey, program managers across all survey implementation groups most frequently referred to the ability to create custom questions (34%). Group 1 program managers highlighted the usefulness of standardized questions (47%), while program managers in Group 3 mentioned the template in general as a helpful place to start from (38%).

*“The templates were very helpful and made the process very easy and quick to put together.”*

*“Using the base template was nice so we didn’t have to start from scratch.”*

#### Grantees particularly valued the TA provided during the design phase.

Program managers rated “Step 1: Survey design call” as the most helpful step offered by Listen for Good. Nearly all program manager respondents across all groups found the survey design call to be helpful or very helpful (97%).

Open-ended responses provided by program managers echo this sentiment. More than half of program managers across all groups highlighted the value of the TA provided by the Listen for Good team (53%). Groups 2 and 3 mentioned the quality of these interactions in particular.

*“Being able to work from the template was extremely valuable, as were discussions with [the Listen for Good team] about what kinds of information could be gleaned from the standardized/benchmarked questions and what information we should look to collect via customized questions.”*



#### Step 1: Survey Design

How to structure your survey and data collection effort



*“The consultation call with [the Listen for Good team] really helped. [They were] also very responsive with getting me connected to help from Survey Monkey itself.”*

*“Our back-and-forth with [the Listen for Good team] was very useful in developing our survey. Together we found a creative way to gather all the feedback we wanted and to adhere to the limitations of the survey at the same time.”*

## The most common challenge in designing the survey was developing the custom questions.

Although grantees appreciated the ability to create custom questions, the most common challenge reported by program managers across all groups involved developing and narrowing custom questions (37%). Program managers from Groups 1 and 2 mentioned challenges in creating questions that could be understood by their constituents (43%).

*“There were a lot of custom questions that our org wanted to ask so the survey is rather long and complicated. It was challenging to work that out internally.”*

*“[We struggled with] ensuring that the questions would be easily understandable to our population.”*

*“[We realized that] not all respondents will have the same interpretation of the questions.”*

Program managers from Group 3 also highlighted struggling to integrate NPS scores into their survey design (33%), and addressing survey administration challenges (25%) in the design phase.

*“Figuring out to ask the NPS questions at the right time in our overall service delivery and then fitting them well into the mechanism we chose was tough because we had to opt to ask earlier than we might have wanted to ensure high response rates.”*

*“The most challenging part so far has been designing the survey for multiple administration channels, as the process is slightly different if they answer via paper, tablet, or text.”*



**Step 2:  
Survey Administration**

How to program,  
launch, and monitor  
your survey

## Survey Administration

### Flexibility in how surveys can be administered was appreciated.

When asked what worked well about collecting data, grantees commonly indicated that they valued the flexibility to administer the survey through methods that were most appropriate for their organization and constituents. These include: online platforms, paper surveys, tablets, laptops, and individual conversations.

*“Ease of having multiple methods for collecting data.”*

*“Most surveys were administered on laptops, but we had paper surveys available for those who preferred paper.”*

*“Using a combined approach of tablets and hard copies has worked well.”*

Across all groups, program managers described different methods for integrating the survey into their existing work.

*“We asked programs to incorporate the survey into existing activities. We also prepared staff with documents and a series of informational calls.”*

*“Hosting events to reach parent population worked well for engagement and survey collection.”*

Program managers from Group 3 also mentioned ways they encouraged higher response rates.

*“Stressing the anonymous nature seemed to be key—we got some good answers to verbatim questions that had not come up in evaluations we had done in the past.”*

*“Pretty easy process for us... We had a drawing at the end of each month for everyone that completed it. We gave out a big gift card.”*

*“We followed our standard procedure of sending a trainer to explain the survey to help encourage replies.”*

### Grantees continued to struggle with low response rates and unique constituent needs.

When asked what they struggled with around survey administration, program managers across all groups cited low response rates (37%).



Program managers across all groups also described challenges with survey administration related to unique constituent needs. Group 1 program managers described differences among constituents' comfort levels responding to surveys and providing feedback, while program managers from Groups 2 and 3 highlighted challenges with their constituents related to technical literacy, language, and timing.

*"We have a diverse group of people to service and need several methods to deliver the survey, such as hand completed, tablet, online, etc."*

*"There are school restrictions at the high school where we are administering the survey in terms of interrupting instructional time. We have had to be very creative in getting students tested which has caused some delays."*

Another area of difficulty that was minor but appeared within all groups was a specific set of challenges using tablets (11%).

*"I believe respondents are more likely to write more and provide better answers to short answer questions when they don't have to punch them out on the iPad. Handwriting is faster and easier for our parents to give qualitative feedback."*

*"When people chose to use a tablet, they didn't respond in detail to the questions or skipped a lot of them. The staff sensed that people were in a rush to leave and wouldn't answer the questions honestly. The low literacy and technological level of the majority of the people hindered the people from using a tablet."*

### Capacity challenges were noted related to survey administration.

When asked about areas where their organization struggled around survey administration, agency leaders from Groups 1 and 2 mentioned the burden on staff and/or volunteer time (30%), consistent internet access (30%), and technical literacy among staff (10%). A few agency leaders from Group 3 mentioned low response rates and coordinating data collection as a challenge. Program managers from Group 3 also mentioned challenges related to internal needs and processes.

*"We struggled with staff training—getting them to recognize the value in consistently offering the survey."*

*"We are familiar with using SurveyMonkey and creating our own surveys and from lack of internal communication did not realize the necessity of using the Listen for Good template."*



**Step 3:  
Interpreting Results**

How to identify key  
themes in your data

## Interpreting Results

Across all survey implementation groups, 68% of grantees reported that they have either completed interpreting results (21%) from their first round of data collection or are in the process (47%).<sup>3</sup>

### Program managers are finding useful variation in the data.

Of those who have completed interpreting results or are in the process, 65% of program managers from across all groups are finding useful variation in their quantitative data.

*“We have been able to conduct segmentation analysis. This has been helpful informing our program model.”*

### Program managers found SurveyMonkey to be helpful when interpreting results.

When asked what has gone well with interpreting results, program managers from across all groups, particularly Group 2, found SurveyMonkey to be a useful and user-friendly tool that facilitates learning (35%).

*“All the SurveyMonkey tools are very easy to navigate. Having the graphs for visual aids is a benefit too.”*

*“Downloading and managing data is simple, as is highlighting/featuring any particular question/comment.”*

*“SurveyMonkey analytic tools are very useful. Additionally, we downloaded the raw data so that we can use Excel to conduct additional analysis.”*

### Program managers did not experience many challenges when interpreting data.

When asked to share where they have struggled interpreting results, a few program managers across groups cited various challenges. While program managers from Groups 1 and 2 mentioned challenges with conducting analysis and finding actionable data, Group 3 program managers also highlighted challenges related to small sample size and not having enough time and resources.

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<sup>3</sup> As noted earlier, half (54%) of program managers from Group 3 indicated that they have “not yet begun” interpreting results.



*“In general, we just have a ton of data and questions. Not enough time/resources to work with it all.”*

*“Analyzing open-ended questions is obviously time consuming but not difficult.”*



**Step 4:  
Responding to  
Feedback**

Sharing data internally  
and making course  
corrections

## Responding to Feedback

Across all survey implementation groups, less than half of grantees (42%) have completed responding to feedback (3%) or are in the process (39%).

### Grantees are sharing or planning to share findings with their team.

Among program managers across all groups who have completed or are in the process of responding to feedback, 63% have already shared data and findings with their teams.

*“We have already taken action! Each of [our programs] we surveyed have detailed action plans in place.”*

Program managers who have not yet begun responding to feedback are starting to think about how they will move from interpreting data to responding. Across all groups, 50% of program managers are thinking of sharing feedback with staff, while 30% indicate that they will share feedback with a broader set of stakeholders.<sup>4</sup>

*“A large percentage of our staff will be involved in this process. We use [goal setting techniques] on a quarterly basis, and it’s my best guess that we will use that approach to work [on] responding to our data.”*

*“We are going to reach out to partners more, and use our results to further hone our model and design our growth strategy.”*

### Grantees are using results for logistical and programmatic changes.

Of the program managers who have completed or are in the processes of responding to feedback, 88% indicated that they are thinking differently about their work based on feedback, and 81% found information from their data actionable.

When asked what kinds of actions they are considering, 50% of program managers from Groups 1 and 2 described logistical changes.<sup>5</sup>

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<sup>4</sup> One program manager indicated that they have thought about sharing feedback with both staff and broader stakeholders.

<sup>5</sup> One program manager described both a logistical and programmatic change.





*“[We’re considering] changes to participants’ work crew uniforms.”*

*“[We’re] trying to schedule faster appointments for clients [and offering clients the option of an in-person interview in the office versus over the phone.]”*

Program managers across all groups described programmatic changes (69%).<sup>6</sup>

*“We are looking at ways to support and structure intake sessions and ways to create more effective goal setting with clients and clinicians.”*

*“[We are] creating committees to take an in-depth look of the issues. Implementing new operation strategies to address the feedback.”*

### Agency leaders affirm finding data that is actionable.

Supporting the program manager responses, agency leaders across all groups are also confident the Listen for Good process will yield actionable data for their organization (average rating of 4.4 on a scale of 1 [not at all confident] to 5 [very confident]). Across all groups, 41% of agency leaders confirmed that data has generated actionable data.

*“We are already taking action and using it for thinking. We just completed a strategic plan where the information was used.”*

*“Some of the responses regarding operations were very illuminating. We will use it to inform future planning and decisions.”*

Agency leaders who have not yet seen actionable data are confident that their approach will yield it (45%).

*“Our staff person who is directly involved and working with Listen for Good staff is really excited about the results [they’ve] started to see. It’s just I personally haven’t seen the finding yet, but senior staff are very committed to using the data to improve the program.”*

*“[We’re confident] because we designed the survey with the idea in mind that the process would yield actionable data.”*

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<sup>6</sup> Program managers from Group 3 only described programmatic changes.



**Step 5:**  
**Closing the Loop**  
Sharing results with  
constituents

## Closing the Loop with Constituents

Only one fifth of grantees across all groups have either completed closing the loop or are in the process (3% and 18%, respectively). The percentage of grantees who have not yet begun closing the loop has increased after each survey administration.

### After six months, only a few grantees have begun closing the loop.

Among program managers who have not yet begun closing the loop, 61% mentioned that they have begun thinking about how to share back with constituents. Methods for sharing back included: presentations, workshops, or gatherings (18%); individual interactions (18%); website or social media updates (14%); flyers and posters (14%); emails or newsletters (11%); calls and texts (7%); and formal reports (4%).

*“I’m considering putting together a presentation to our participants that shows them how we collected the information, listened, and changed our program based on their feedback.”*

*“We intend to share back the information before the culmination of the program in [the spring]. We’re not sure what this will look like yet, but it will probably include an invitation to attend or help develop alumni programming and activities that will address some of the items that participants expressed a desire to see. We will also make clear to current participants that their feedback will inform the program’s next iteration and that the incoming cohort will benefit from their experience and the feedback they provided.”*

Agency leaders from Groups 1 and 2 confirmed that their organizations are struggling with closing the loop (25%). However, agency leaders from Group 3 did not express the same sentiment. In fact, 20% indicated excitement and confidence with their organizations’ ability to close the loop.

*“[We feel] more confident because we have more information about closing the loop and more help in analyzing the results.”*

*“With the support of the grant, we can really devote staff time to the process of evaluation in a way that we haven’t before. We’re excited to push ourselves to do the closing of the feedback loop, etc.”*

Closing the loop with constituents will become increasingly relevant as more grantees move further along in the process of collecting feedback. ORS Impact expects to be able to provide more robust findings around closing the loop in our analysis of the 12-month survey results.



## Closing the Loop with Co-Funders

### Grantee organizations plan to share results from their constituent surveys with their co-funder.

The majority of grantees across all survey implementation groups intend to share results with their co-funder. More agency leaders (84%) plan to share results with their co-funder than program managers (50% of those who are in the process of responding to feedback and 65% of grantees who have not yet begun responding to feedback). This may not be surprising given that agency leaders likely manage relationships with funders and decide what to share with them.

Across roles and groups, survey respondents feel comfortable sharing with their co-funder. On a scale of 1 (not comfortable) to 5 (very comfortable), all types of respondents rated themselves highly comfortable—agency leaders (5.0), program managers who are in the process of responding to feedback (4.9), and program managers who have not yet begun responding to feedback (4.5).

The overwhelming majority of open-ended responses across all groups indicated that grantees feel they have an open and supportive relationship with their co-funder.

*“This is an opportunity for us to better align or check alignment with our clientele. No right or wrong, just chances to grow.”*

*“[We have a] really open relationship, no issues with communication.”*

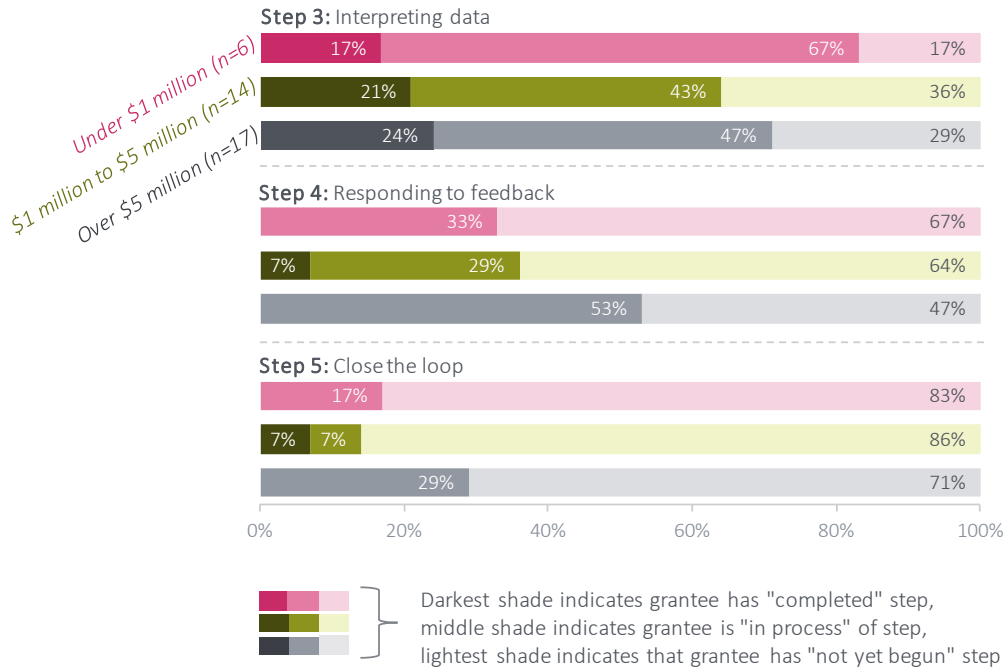
## Differences in Implementation by Organizational Size

To further explore potential differences between organizations’ experience of the Listen for Good feedback progress, we analyzed progress by size of organizational budget. Figure 2 below shows the proportion of grantees by organizational budget along steps three through five. The percentages illustrate grantees that have either completed, are in the process, or have not yet begun completing each step.

As the figure shows, more organizations with smaller budget sizes have begun interpreting data, while organizations with the highest budgets are farther along in the overall process.



Figure 2 | Percentage of Organizations, by Budget Size, That Have Either Completed or Are in the Process of Completing Steps 3 through 5



## Resulting Organizational Changes

Agency leaders and program managers were asked about their organization’s progress toward implementing high-quality constituent feedback loops. Key findings are summarized below.

**Grantees feel that participating in Listen for Good has better equipped them to collect constituent feedback now than before.**

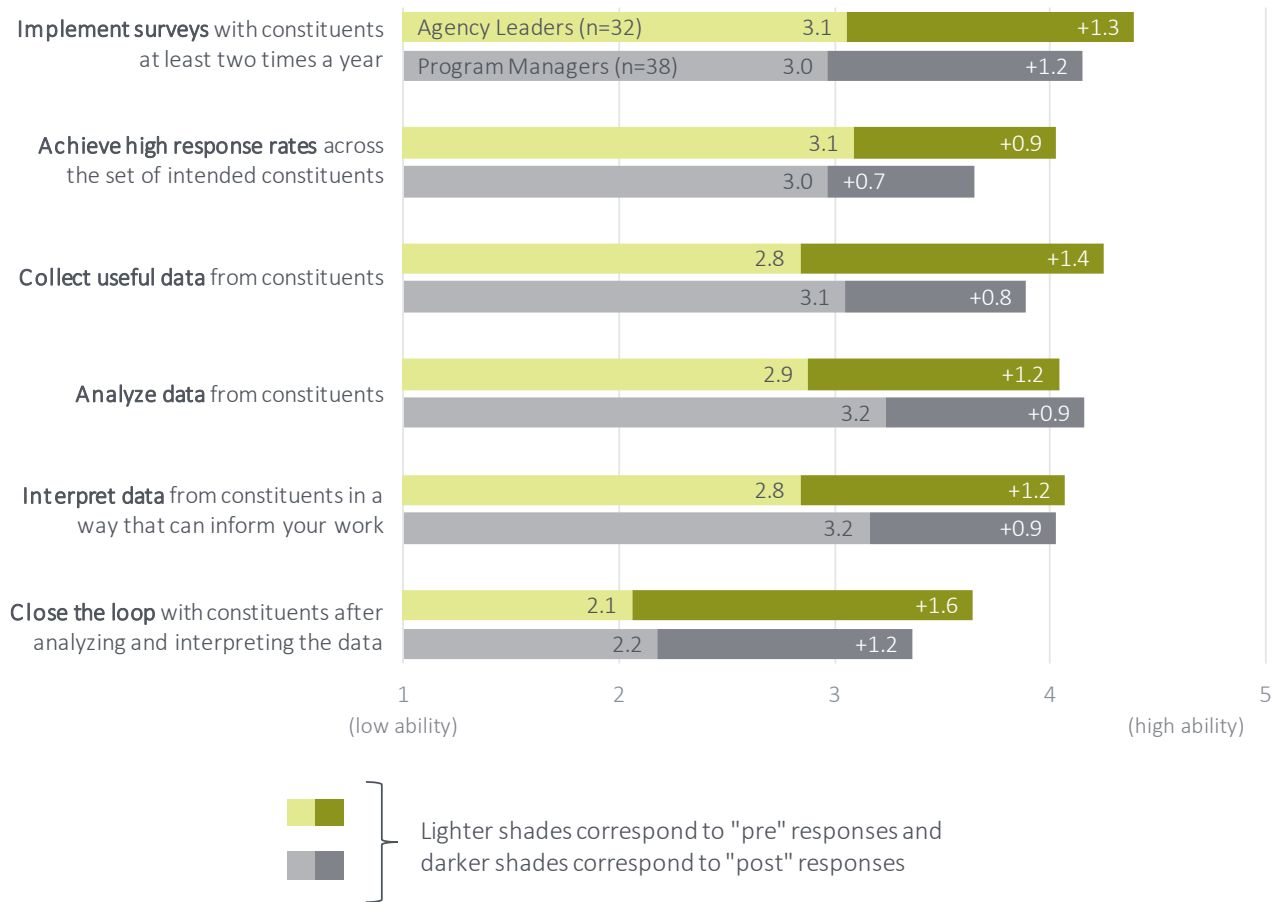
Across all groups, agency leaders and program managers indicated that their perception of their organization’s ability to complete tasks relevant to collecting constituent feedback has improved.

As shown in Figure 3, both program managers and agency leaders rated their overall ability to complete tasks associated with implementing surveys, analyzing data, and interpreting data the highest. Agency leaders also rated their ability to collect data as an area of significant growth. Both also indicated that the most improvement has occurred



with tasks related to closing the loop (+1.2 and +1.6, respectively)<sup>7</sup>, though it is still the area of lowest perceived ability overall.

Figure 3 | Grantee Perceptions of their Ability to Complete Relevant Tasks<sup>8</sup>



Open-ended responses from Group 3 program managers and agency leaders reinforce this finding by indicating that their increased confidence is attributed in part to a desire to close the loop, provide quality service, and have an overall increased knowledge of the subject area.

<sup>7</sup> Program managers’ perceived growth in their ability to “implement surveys” is tied with closing the loop.

<sup>8</sup> Positive differences for both program managers and agency leaders’ perception of their ability to complete relevant tasks from before their participation in Listen for Good (“pre”) to after their participation (“post”) were statistically significant at the  $p < .001$  level. This level of significance suggests that the observed increases are more likely a result of grantee participation in the initiative.



*“We are a very competent organization that has great working relationships with its clients. We want to show them that we accept them as partners and are listening.”*

*“I feel like my knowledge in the last few steps will increase as we move forward through the steps. However, overall I have increased knowledge just from going through this process.”*

*“Overall, it has been an excellent organizational exercise. We have been forced to think in terms of feedback loops and the impact on service quality.”*

Additional analysis was conducted to explore whether there were meaningful differences between organizational budget size, issue area, and program managers’ perceptions of their ability to complete tasks along the Listen for Good process. Analyses did not yield interesting or statistically significant findings, possibly in part due to small sample sizes.

### Agency leaders see benefits from engaging in Listen for Good to both their internal operations and their service to constituents.

Open-ended feedback from agency leaders across all groups revealed that their organization experienced a range of benefits due to engaging in Listen for Good. Benefits described by agency leaders were either improvement in internal operations and services (51%) or an increased understanding of their constituents (60%).<sup>9</sup>

*“By engaging in Listen for Good, our organization has been able to think more concretely about the relationship between how we measure the impact we have on community members and how we measure the broader impacts of our work. This project has especially improved our ability to develop robust survey questions, and has enabled us to do a better job assessing our work.”*

*“We have benefitted from learning how our families feel about our organization and the services that they receive and have been very pleased with the feedback.”*

*“Training has increased [our agency’s] awareness of importance of gathering client feedback. During the initial look at results, we were already able to alter times that services were provided to best meet the needs of our clients.”*

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<sup>9</sup> Some agency leaders described benefits that were both improvements to internal operations and services and an increased understanding of their constituents.



Two agency leaders from Group 3 also mentioned the added benefit of being able to develop their network. (Prior groups would not have had the benefit of a convening.)

*“We received great information about feedback loops and had the opportunity to network with other providers.”*

*“[A benefit was] joining a community of practice of people committed to beneficiary feedback.”*

### Barriers to adopting and implementing organization-wide constituent feedback processes are capacity, resources, and low response rates.

Agency leaders across all groups primarily cited capacity (50%), resources (25%), and low response rates (14%) as barriers to broader adoption of constituent feedback processes. Capacity refers to both time and adequate staffing, while resources refer to infrastructure needs (e.g., tablets) or general funding.

*“The processes take time, and we feel a lot of urgency to get things done. We have to build into our practices the time it takes to responsibly implement a feedback process.”*

*“We are challenged conducting surveys to our constituents because they are usually unaware of the work we do because we are rarely on site. They don’t see us.”*

Interestingly, one agency leader from Group 3 mentioned buy-in by funders as a barrier.

*“Getting different funders on board with using the same metrics.”*

## Grantee Experiences with Listen for Good

The final section of the six-month survey focused on grantee perceptions of the TA and supports provided by Listen for Good at each step of the process, as well as the more general supports like the website and SurveyMonkey.

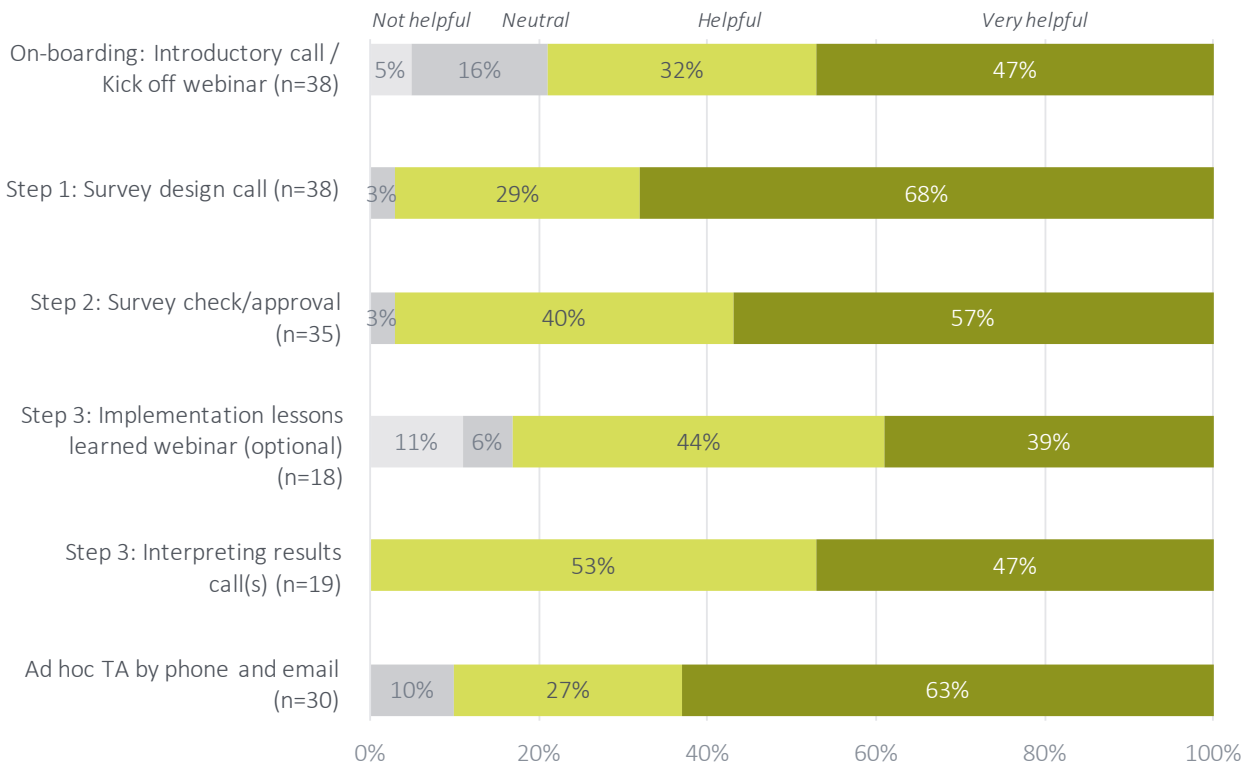


## Technical Assistance and Supports

Grantees value Listen for Good TA and supports, especially the survey design call and Survey check/approval.

Across all groups, as shown in Figure 4, program managers perceive Listen for Good supports to be “helpful” or “very helpful.” In particular, program managers found Step 1: Survey design call (97%) and Step 2: Survey check/approval (92%) to be the most helpful.

Figure 4 | Program Manager Perceptions of the Helpfulness of Listen for Good



### Supports<sup>10</sup>

Although not all program managers have reached “Step 3: Interpreting results,” it is notable that among those who have, all indicated that Listen for Good support during this step was helpful or very helpful.

<sup>10</sup> Percentages are calculated from all grantees who indicated they have completed the step. Some grantees indicated they have “not completed” the step and some did not respond to the question. Only one grantee across all groups had completed “Step 5: Closing the Loop call,” rating it “very helpful.” Since only one person had reached this step, we did not include it in the figure.





In addition to scheduled TA and support within each step, Listen for Good provided “Ad hoc TA by phone and email,” which was rated “helpful” or “very helpful” by a large majority of program managers (90%). Appreciation for ad hoc support and general accessibility was echoed in open-ended responses by program managers.

*“They are very accessible and easy to reach via email or phone call.”*

*“The Listen for Good [team] is always accessible, responsive, and patient.”*

*“[The Listen for Good team] have been available to assist us with all the questions we have had.”*

Program managers from Group 1 called out the Listen for Good team’s ability to customize support to different contexts and levels of experience, while program managers from Group 2 appreciated the constructive feedback provided by the team. Responses from Group 3 program managers included similar feedback from the previous two groups.

*“It seems they have really put a lot of thought into helping us obtain information we need from our constituents via this format. It was good to have the insight on how to get a particular answer / bit of information via custom questions and the wealth of information that can be mined via standardized questions.”*

*“They are prompt with their responses and they are very supportive. They walk you through everything.”*

## Grantees were satisfied with the amount of required engagement and support provided by Listen for Good.

When asked to rate the level of required engagement with the Listen for Good team, the majority of program managers (89%) and agency leaders (75%) indicated that it was “just right.” Similarly, when asked to rate the amount of support provided by the Listen for Good team, nearly all program managers (95%) and more than three quarters of agency leaders (78%) across all groups indicated it was “just right.” Notably, nearly a quarter of agency leaders indicated they “don’t know” how to rate the amount of required engagement (22%) and the amount of support provided (22%).

## Few program managers see areas for additional support.

When asked what would make Listen for Good TA and supports more helpful, few program managers across all groups had feedback or suggestions. Those who did



respond sought more support around analyses, more opportunities for peer support, and “real-life” examples to help facilitate learning.

*“The initial information is a bit too general. It would be good to have more “real-life” examples in the online/start-up materials that clearly illustrate how a given organization formatted a custom question to get a particular piece of information about their program/constituents or how they were able to interpret data from a standardized/customized question to address blind spots about their program/constituents and would be valuable to newcomers who are starting to think strategically about designing survey questions.”*

*“More sharing of grantee experiences, co-learning.”*

### Program managers find the Listen for Good website useful and have accessed it multiple times.

When asked to rate the Listen for Good website on a scale from 1 (not very useful) to 5 (very useful), program managers from across all groups rated it highly (4.3). When asked how often they have used the website to access resources and information, more than three quarters of program managers (77%) indicated having referred to the website four or more times.<sup>11</sup> All but one program manager have accessed the website more than once (97%).

## SurveyMonkey

### Program managers find SurveyMonkey useful and have had positive experiences.

The majority of all grantees had some experience using SurveyMonkey to collect data prior to implementing the Listen for Good surveys (63%). When asked to rate their experience from 1 (poor) to 5 (excellent), program managers on average had positive ratings of using SurveyMonkey for collecting data (4.3), reviewing results (4.1), and overall user experience (4.0).

*“Ease of use is excellent!”*

*“I find SurveyMonkey to be really user-friendly, while also allowing for a lot of different functionality.”*

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<sup>11</sup> 45% of program managers have used the website four to five times, while 32% have used the website six or more times.



Interestingly, program managers from Group 3 have the least experience with SurveyMonkey, with more than half indicating that they have not used it for data collection previously (54%). Of all the groups, Group 3 had the lowest ratings for experience using SurveyMonkey. Low ratings within this group may be attributed to program managers' lack of experience using this tool, as well as grantees being in the early stages of their survey design.

*"User interface is not always intuitive."*

*"I gave it a four because it was difficult to navigate at first."*

*"We have not used SurveyMonkey yet. We are not to that step."*

Additionally, open-ended responses of some program managers from Groups 1 and 2 elucidate areas for continued improvement.

*"The most challenging part of coding the open-ended responses... You have to constantly scroll up and down to get the drop-down menu to show up because the window is so small."*

*"I have enjoyed using SurveyMonkey and found it really useful. One thing I do wish I was better able to do on the site is format my survey better for a more clean and clear print version."*

## Evaluator Observations and Implications

Given a full complement of data, we offer the following observations for continued work with the current set of Listen for Good grantees, as well as consider implications for a new iteration of Listen for Good aimed at reaching greater scale.

### Current Listen for Good Model

- 1. Early data are bearing out hopes for uptake of the model and utility of data.** Grantees are successfully implementing data collection and finding actionable data, leading to both logistical and programmatic changes.
- 2. Grantees find the supports to be effective and of high quality; it will be interesting to see how they respond to lower levels of support going forward.** The Listen for Good model presumes that most support will occur during the first round of data collection, with TA tapering off for subsequent rounds. This is particularly true with grantees asking for additional TA and support for customizing questions during survey design. It will be interesting to see if the need for



support does in fact decline, or if needs vary and increase in sophistication once organizations have addressed lower-hanging fruit issues based on feedback and the volume of data increases.

3. **Targets of support may need to expand over the feedback cycle.** In the first round, TA focuses on the program manager and supporting a full cycle of a high-quality feedback loop. While it is still early, there is evidence that most questions are around closing the loop. Because this starts to have implications for programmatic work, resource allocation, and more external communications, it may be important to engage a broader set of internal stakeholders around these phases to see the impact of feedback on organizations. This kind of engagement may also be an early way to maintain leadership support and avoid creating one strong champion within participating organizations.
4. **Differences between agency leader and program manager perceptions of organizations' ability to complete tasks relevant to constituent feedback are notable.** Agency leaders rated their organization as having higher ability on activities associated with collecting high-quality feedback for all but one item, and having improved to a greater degree over the first six months for all items, as compared to ratings from program managers. It may be that leaders have a different perspective based on their vantage point; it also could be that program managers see real challenges that address the sustainability of this work, particularly related to collecting useful data and closing the loop. A better understanding of these differences may reveal issues faced by multiple organizations that could be addressed more broadly through Listen for Good supports.

## Taking Listen for Good to Scale

Plans for expanding Listen for Good has been discussed in two ways: first, a revised approach with some changes to the current model, likely including who provides TA, how TA is provided, and the resources given to organizations to support the work; second, a longer-term play around opening up the SurveyMonkey questions and benchmarks to the field more broadly. The following considerations highlight a few areas that are based on the findings included in this memo.

1. **Providing Technical Assistance:** Grantees highly value the TA to develop custom, high-quality questions that will provide useful data. To date, organizations have valued the approach and quality of support provided through 1:1 interactions. It will be important to ensure that a broader set of TA providers have some similar



competencies around question development and have the opportunity to learn from the lessons to date by Valerie Threlfall (project lead) and her team. It is also promising that the Listen for Good website is a well-used resource. Building upon this with more real-life examples and resources may be another way to augment some of the 1:1 TA that is provided now.

2. **Thinking about “Scale” versus a “Program”:** opening up the SurveyMonkey question set and benchmarks has the potential to help take the practice of collecting constituent feedback among nonprofits to scale. When taking a skill or technology to scale, it is important to consider the different variables that can influence success. These include: resources, ability, market demand, existence of supporting policies, and availability of technical support. Shared Insight can more easily directly support some of these variables (e.g., resources, help to build demand, help make technical support available) than others. It may be useful to consider how to assess the state of nonprofit ability, consider what kinds of policies may support or hinder adoption or changes in practice, and whether there is a way to assess current market demand.
3. **Thinking about a Feedback Field:** Listen for Good is one investment strategy within a broader set of Feedback Practice experiments. Within the broader set of work are some investments in infrastructure (e.g., Feedback Labs) and activities (e.g., publishing, convening) to help coalesce the thinking about constituent feedback. Successful fields are comprised of the following: identity, knowledge base, standard practice, information exchange, infrastructure for collaboration, professional development, resources, systemic support. Shared Insight’s current approach is working on most of these in some way or another. As this work goes to greater scale, it may be useful to track what components of field building are being addressed, how well, and whether there are any under-attended to areas that could help foster more successful feedback practices over time.

## In Closing

The cumulative data from the Listen for Good six-month grantee surveys provided positive feedback and detailed areas where growth can occur. Grantees are moving along through the feedback process and are consistently engaged with the Listen for Good team for TA and support. We will continue to explore grantees’ progress through the 12-month follow up survey, which will launch with the first round of grantees in April 2017. We will also explore the experience of co-funders through interviews in May 2017.



## Appendix A: Response Rates

The cumulative response rate of Groups 1, 2, and 3 was 85% among program managers and 82% among agency leaders. The response rates of each survey implementation group are detailed below.

Survey Implementation Group	Response Rates		
	Agency Leaders	Program Managers	Combined
Group 1	14/16 (88%)	15/16 (94%)	29/32 (91%)
Group 2	8/11 (73%)	10/11 (91%)	18/22 (82%)
Group 3 <sup>12</sup>	14/17 (82%)	14/19 (74%)	28/36 (78%)
Groups 1, 2, & 3	36/44 (82%)	39/46 (85%)	75/90 (83%)

Getting grantees to complete the survey was a challenge throughout survey implementation and required multiple reminder emails. Lower than hoped for response rates across groups may be attributed in part to some confusion around whether two individuals (agency leader and program manager) were supposed to fill out separate surveys.

<sup>12</sup> Denominators of program managers and agency leaders in Group 3 differ because one does not have a leadership contact. The leadership contact of another grantee fills both the roles of the leader and program manager, so that individual completed the more detailed program manager survey.



## Appendix B: Quantitative Frequencies

### Program Manager Survey

5. Where is your organization at with interpreting results for your first round of data collection?

Answer Options	Group 1 (n=15)	Group 2 (n=10)	Group 3 (n=13)	Combined (n=38)
Completed	27% (n=4)	30% (n=3)	8%(n=1)	21% (n=8)
In process	53% (n=8)	50% (n=5)	39% (n=5)	47% (n=18)
Not yet begun	20% (n=3)	20% (n=2)	54% (n=7)	32% (n=12)

6. Are you finding useful variation in your quantitative data (i.e. constituents are using the full range of possible answers)? (Includes those who selected 'completed' or 'in process' for Q5)

Answer Options	Group 1 (n=12)	Group 2 (n=8)	Group 3 (n=6)	Combined (n=26)
Yes	58% (n=7)	75% (n=6)	67% (n=4)	65% (n=17)
No	25% (n=3)	13% (n=1)	0% (n=0)	15% (n=4)
Not sure	17% (n=2)	13% (n=1)	33% (n=2)	19% (n=5)

10. Where is your organization at with responding to feedback for your first round of data collection?

Answer Options	Group 1 (n=15)	Group 2 (n=10)	Group 3 (n=13)	Combined (n=38)
Completed	0% (n=0)	10% (n=1)	0% (n=0)	3% (n=1)
In process	53% (n=8)	40% (n=4)	23% (n=3)	39% (n=15)
Not yet begun	47% (n=7)	50% (n=5)	77% (n=10)	58% (n=22)

11. Have you shared data / findings with your team? (Includes those who selected 'in process' or 'completed' for Q10)

Answer Options	Group 1 (n=8)	Group 2 (n=5)	Group 3 (n=3)	Combined (n=16)
Yes	75% (n=6)	60% (n=3)	33% (n=1)	63% (n=10)
No	0% (n=0)	40% (n=2)	0% (n=0)	13% (n=2)
Not sure	25% (n=2)	0% (n=0)	67% (n=2)	25% (n=4)



12. Are you thinking differently about anything in your work based on the feedback? (Includes those who selected 'in process' or 'completed' for Q10)

Answer Options	Group 1 (n=8)	Group 2 (n=5)	Group 3 (n=3)	Combined (n=16)
Yes	100% (n=8)	80% (n=4)	67% (n=2)	88% (n=14)
No	0% (n=0)	20% (n=1)	33% (n=1)	13% (n=2)

13. Are you finding information resulting from your data that you can take any actions on? (Includes those who selected 'in process' or 'completed' for Q10)

Answer Options	Group 1 (n=8)	Group 2 (n=5)	Group 3 (n=3)	Combined (n=16)
Yes	88% (n=7)	60% (n=3)	100% (n=3)	81% (n=13)
No	13% (n=1)	40% (n=2)	0% (n=0)	19% (n=3)

16. Do you plan to share findings from your surveys with your co-funder? (Includes those who selected 'in process' or 'completed' for Q10)

Answer Options	Group 1 (n=8)	Group 2 (n=5)	Group 3 (n=3)	Combined (n=16)
Yes	50% (n=4)	60% (n=3)	33% (n=1)	50% (n=8)
No	0% (n=0)	0% (n=0)	0% (n=0)	0% (n=0)
Not sure	50% (n=4)	40% (n=2)	67% (n=2)	50% (n=8)

17. How comfortable do you feel sharing findings with your co-funder? [1: not comfortable to 5: very comfortable] (Includes those who selected 'in process' or 'completed' for Q10)

Answer Options	Group 1 (n=7)	Group 2 (n=5)	Group 3 (n=3)	Combined (n=15)
Rating average	5.0	4.8	4.7	4.9

20. Do you plan to share findings with your co-funder? (Includes those who selected 'not yet begun' for Q10)

Answer Options	Group 1 (n=7)	Group 2 (n=6)	Group 3 (n=10)	Combined (n=23)
Yes	57% (n=4)	83% (n=5)	60% (n=6)	65% (n=15)
No	0% (n=0)	0% (n=0)	0% (n=0)	0% (n=0)
Not sure	43% (n=3)	17% (n=1)	40% (n=4)	35% (n=8)





21. How comfortable do you feel sharing findings with your co-funder? [1: not comfortable to 5: very comfortable] (Includes those who selected 'not yet begun' for Q10)

Answer Options	Group 1 (n=7)	Group 2 (n=6)	Group 3 (n=10)	Combined (n=23)
Rating average	4.6	4.3	4.5	4.5

23. Where is your organization at with closing the loop for your first round of data collection?

Answer Options	Group 1 (n=15)	Group 2 (n=10)	Group 3 (n=13)	Combined (n=38)
Completed	0% (n=0)	10% (n=1)	0% (n=0)	3% (n=1)
In process	27% (n=4)	10% (n=1)	15% (n=2)	18% (n=7)
Not yet begun	73% (n=11)	80% (n=8)	85% (n=11)	79% (n=30)

27. **Before** you became a Listen for Good grantee, how would you rate your organization's ability to do the following:

28. How would you rate your organization's ability to do the following **today**:

		Implement surveys with constituents at least two times a year					
		Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=15)		0% (0)	13% (2)	47% (7)	27% (4)	13% (2)
	Group 2 (n=10)		40% (4)	20% (2)	30% (3)	0% (0)	10% (1)
	Group 3 (n=13)		8% (1)	23% (3)	38% (5)	15% (2)	15% (2)
	Combined (n=38)		13% (5)	18% (7)	39% (15)	16% (6)	13% (5)
Today	Group 1 (n=15)		0% (0)	0% (0)	7% (1)	67% (10)	27% (4)
	Group 2 (n=10)		0% (0)	0% (0)	40% (4)	30% (3)	30% (3)
	Group 3 (n=13)		0% (0)	0% (0)	15% (2)	38% (5)	46% (6)
	Combined (n=38)		0% (0)	0% (0)	18% (7)	47% (18)	34% (13)



Achieve high response rates across the set of intended constituents						
	Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=14)	7% (1)	29% (4)	29% (4)	21% (3)	14% (2)
	Group 2 (n=10)	20% (2)	20% (2)	20% (2)	30% (3)	10% (1)
	Group 3 (n=13)	8% (1)	31% (4)	23% (3)	38% (5)	0% (0)
	Combined (n=37)	11% (4)	27% (10)	24% (9)	30% (11)	8% (3)
Today	Group 1 (n=15)	0% (0)	7% (1)	53% (8)	27% (4)	13% (2)
	Group 2 (n=10)	0% (0)	20% (2)	20% (2)	20% (2)	40% (4)
	Group 3 (n=13)	0% (0)	0% (0)	31% (4)	62% (8)	8% (1)
	Combined (n=38)	0% (0)	8% (3)	37% (14)	37% (14)	18% (7)

Collect useful data from constituents						
	Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=15)	7% (1)	13% (2)	53% (8)	27% (4)	0% (0)
	Group 2 (n=10)	20% (2)	10% (1)	30% (3)	20% (2)	20% (2)
	Group 3 (n=13)	8% (1)	23% (3)	31% (4)	31% (4)	8% (1)
	Combined (n=38)	11% (4)	16% (6)	39% (15)	26% (10)	8% (3)
Today	Group 1 (n=15)	0% (0)	13% (2)	13% (2)	60% (9)	13% (2)
	Group 2 (n=10)	0% (0)	0% (0)	30% (3)	30% (3)	40% (4)
	Group 3 (n=13)	0% (0)	8% (1)	8% (1)	69% (9)	15% (2)
	Combined (n=38)	0% (0)	8% (3)	16% (6)	55% (21)	21% (8)

Analyze data from constituents						
	Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=15)	0% (0)	20% (3)	27% (4)	40% (6)	13% (2)
	Group 2 (n=10)	30% (3)	10% (1)	20% (2)	20% (2)	20% (2)
	Group 3 (n=13)	8% (1)	8% (1)	54% (7)	15% (2)	15% (2)
	Combined (n=38)	11% (4)	13% (5)	34% (13)	26% (10)	16% (6)
Today	Group 1 (n=15)	0% (0)	0% (0)	20% (3)	40% (6)	40% (6)
	Group 2 (n=10)	0% (0)	20% (2)	10% (1)	20% (2)	50% (5)
	Group 3 (n=13)	0% (0)	0% (0)	15% (2)	46% (6)	38% (5)
	Combined (n=38)	0% (0)	5% (2)	16% (6)	37% (14)	42% (16)



Interpret data from constituents in a way that can inform your work						
	Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=15)	0% (0)	20% (3)	40% (6)	33% (5)	7% (1)
	Group 2 (n=10)	30% (3)	0% (0)	40% (4)	10% (1)	20% (2)
	Group 3 (n=13)	8% (1)	8% (1)	54% (7)	15% (2)	15% (2)
	Combined (n=38)	11% (4)	11% (4)	45% (17)	21% (8)	13% (5)
Today	Group 1 (n=15)	0% (0)	7% (1)	20% (3)	47% (7)	27% (4)
	Group 2 (n=10)	0% (0)	10% (1)	20% (2)	30% (3)	40% (4)
	Group 3 (n=13)	0% (0)	8% (1)	8% (1)	46% (6)	38% (5)
	Combined (n=38)	0% (0)	8% (3)	16% (6)	42% (16)	34% (13)

Close the loop with constituents after analyzing and interpreting data						
	Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=15)	20% (3)	67% (10)	13% (2)	0% (0)	0% (0)
	Group 2 (n=10)	40% (4)	10% (1)	40% (4)	0% (0)	10% (1)
	Group 3 (n=13)	31% (4)	31% (4)	15% (2)	15% (2)	8% (1)
	Combined (n=38)	29% (11)	39% (15)	21% (8)	5% (2)	5% (2)
Today	Group 1 (n=15)	0% (0)	27% (4)	47% (7)	20% (3)	7% (1)
	Group 2 (n=10)	0% (0)	20% (2)	20% (2)	40% (4)	20% (2)
	Group 3 (n=13)	0% (0)	15% (2)	23% (3)	54% (7)	8% (1)
	Combined (n=38)	0% (0)	21% (8)	32% (12)	37% (14)	11% (4)



## Means and mean differences for Q27 and Q28:

Org.'s Ability to...	Group 1			Group 2			Group 3		
	Before	Today	Mean Diff.	Before	Today	Mean Diff.	Before	Today	Mean Diff.
Implement surveys with constituents at least two times a year	3.4	4.2	<b>0.8</b>	2.2	3.9	<b>1.7</b>	3.1	4.3	<b>1.2</b>
Achieve high response rates across the set of intended constituents	3.1	3.5	<b>0.4</b>	2.9	3.8	<b>0.9</b>	2.9	3.8	<b>0.8</b>
Collect useful data from constituents	3	3.7	<b>0.7</b>	3.1	4.1	<b>1</b>	3.1	3.9	<b>0.8</b>
Analyze data from constituents	3.5	4.2	<b>0.7</b>	2.9	4	<b>1.1</b>	3.2	4.2	<b>1.0</b>
Interpret data from constituents in a way that can inform your work	3.3	3.9	<b>0.6</b>	2.9	4	<b>1.1</b>	3.2	4.2	<b>0.9</b>
Close the loop with constituents after analyzing and interpreting the data	1.9	3.1	<b>1.2</b>	2.3	3.6	<b>1.3</b>	2.4	3.5	<b>1.2</b>

Org.'s Ability to...	Combined		
	Before	Today	Mean Diff.
Implement surveys with constituents at least two times a year	3.0	4.2	<b>1.2</b>
Achieve high response rates across the set of intended constituents	3.0	3.7	<b>0.7</b>
Collect useful data from constituents	3.1	3.9	<b>0.8</b>
Analyze data from constituents	3.2	4.2	<b>0.9</b>
Interpret data from constituents in a way that can inform your work	3.2	4.0	<b>0.9</b>
Close the loop with constituents after analyzing and interpreting the data	2.2	3.4	<b>1.2</b>



## 30. How helpful have you found the following supports to the Listen for Good process?

Onboarding: Introductory call / Kick off webinar						
Group	Not Completed	1 – Not at all helpful	2	3	4	5 – Very Helpful
Group 1 (n=15)	0% (0)	0% (0)	13% (2)	13% (2)	33% (5)	40% (6)
Group 2 (n=10)	0% (0)	0% (0)	0% (0)	10% (1)	20% (2)	70% (7)
Group 3 (n=13)	0% (0)	0% (0)	0% (0)	23% (3)	38% (5)	38% (5)
Combined (n=38)	0% (0)	0% (0)	5% (2)	16% (6)	32% (12)	47% (18)
Step 1: Survey design call						
Group 1 (n=15)	0% (0)	0% (0)	0% (0)	7% (1)	27% (4)	67% (10)
Group 2 (n=10)	0% (0)	0% (0)	0% (0)	0% (0)	20% (2)	80% (8)
Group 3 (n=13)	0% (0)	0% (0)	0% (0)	0% (0)	38% (5)	62% (8)
Combined (n=38)	0% (0)	0% (0)	0% (0)	3% (1)	29% (11)	68% (26)
Step 2: Survey check / approval						
Group 1 (n=14)	0% (0)	0% (0)	0% (0)	7% (1)	27% (7)	67% (6)
Group 2 (n=10)	0% (0)	0% (0)	0% (0)	0% (0)	20% (2)	80% (8)
Group 3 (n=13)	15% (2)	0% (0)	0% (0)	0% (0)	38% (5)	46% (6)
Combined (n=37)	5% (2)	0% (0)	0% (0)	3% (1)	38% (14)	54% (20)
Step 3: Interpreting results webinar (optional)						
Group 1 (n=12)	33% (4)	0% (0)	8% (1)	42% (5)	0% (0)	17% (2)
Group 2	<i>This step was changed between Groups 1 and 2</i>					
Group 3						
Combined						
Step 3: Implementation lessons learned webinar (optional)						
Group 1	<i>This step was changed between Groups 1 and 2</i>					
Group 2 (n=10)	0% (0)	0% (0)	10% (1)	0% (0)	40% (4)	50% (5)
Group 3 (n=12)	33% (4)	0% (0)	8% (1)	8% (1)	33% (4)	17% (2)
Combined (n=22)	18% (4)	0% (0)	9% (2)	5% (1)	36% (8)	32% (7)
Step 3: Interpreting results call(s)						
Group 1 (n=14)	14% (2)	0% (0)	0% (0)	0% (0)	64% (9)	21% (3)
Group 2 (n=10)	50% (5)	0% (0)	0% (0)	0% (0)	10% (1)	40% (4)
Group 3 (n=12)	83% (10)	0% (0)	0% (0)	0% (0)	0% (0)	17% (2)
Combined (n=36)	47% (17)	0% (0)	0% (0)	0% (0)	28% (10)	25% (9)



Step 5: Closing the loop call						
Group 1	<i>This step was not included in the Group 1 survey.</i>					
Group 2 (n=10)	90% (9)	0% (0)	0% (0)	0% (0)	0% (0)	10% (1)
Group 3 (n=12)	100% (12)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)
Combined (n=22)	95% (21)	0% (0)	0% (0)	0% (0)	0% (0)	5% (1)
Ad hoc TA by phone and emails						
Group 1 (n=14)	0% (0)	0% (0)	0% (0)	14% (2)	29% (4)	57% (8)
Group 2 (n=10)	10% (1)	0% (0)	0% (0)	0% (0)	10% (1)	80% (8)
Group 3 (n=12)	42% (5)	0% (0)	0% (0)	8% (1)	25% (3)	25% (3)
Combined (n=36)	17% (6)	0% (0)	0% (0)	8% (3)	22% (8)	53% (19)

31. How useful is the password protected Listen for Good website? [1: not at all useful to 5: very useful]

Answer Options	Group 1 (n=15)	Group 2 (n=10)	Group 3 (n=13)	Combined (n=38)
Rating average	4.1	4.6	4.4	4.3

32. How much have you used the website to access resources or information?

Answer Options	Group 1 (n=15)	Group 2 (n=10)	Group 3 (n=13)	Combined (n=38)
I've not been on the website	0% (n=0)	0% (n=0)	0% (n=0)	0% (n=0)
Once	0% (n=0)	0% (n=0)	8% (n=1)	3% (n=1)
Two or three times	20% (n=3)	10% (n=1)	31% (n=4)	21% (n=8)
Four to five times	47% (n=7)	40% (n=4)	46% (n=6)	45% (n=17)
Six times or more	33% (n=5)	50% (n=5)	15% (n=2)	32% (n=12)

33. How would you rate the quality of Listen for Good technical assistance (TA) and supports?

(Question rated differently than Group 1)

Answer Options	Group 1	Group 2 (n=10)	Group 3 (n=13)	Combined (n=23)
Low		0% (n=0)	0% (n=0)	0% (n=0)
Medium		10% (n=1)	15% (n=2)	13% (n=3)
High		90% (n=9)	69% (n=9)	78% (n=18)
Don't know		0% (n=0)	15% (n=2)	9% (n=2)



34. How would you rate the following aspects of Listen for Good TA and supports?

Group	Amount of required engagement		
	Too little	Just right	Too much
Group 1 (n=15)	0% (n=0)	93% (n=14)	7% (n=1)
Group 2 (n=10)	10% (n=1)	90% (n=9)	0% (n=0)
Group 3 (n=13)	8% (n=1)	85% (n=11)	8% (n=1)
Combined (n=38)	5% (n=2)	89% (n=34)	5% (n=2)

Group	Amount of support provided		
	Too little	Just right	Too much
Group 1 (n=15)	7% (n=1)	93% (n=14)	0% (n=0)
Group 2 (n=10)	0% (n=0)	100% (n=10)	0% (n=0)
Group 3 (n=13)	8% (n=1)	92% (n=12)	0% (n=0)
Combined (n=38)	5% (n=2)	95% (n=36)	0% (n=0)

38. Had your organization used SurveyMonkey to collect data before implementing your Listen for Good surveys?

Answer Options	Group 1 (n=15)	Group 2 (n=10)	Group 3 (n=13)	Combined (n=38)
Yes	80% (n=12)	60% (n=6)	46% (n=6)	63% (n=24)
No	20% (n=3)	40% (n=4)	54% (n=7)	37% (n=14)
Don't know	0% (n=0)	0% (n=0)	0% (n=0)	0% (n=0)

39. How would you rate your experience using SurveyMonkey for...? [1: poor to 5: excellent]

Answer Options	Group 1 (n=15)	Group 2 (n=10)	Group 3 (n=12)	Combined (n=37)
Collecting data	4.5	4.5	3.9	4.3
Reviewing results	4.1	4.3	3.8	4.1
Overall user experience	4.3	4.1	3.6	4.0



41. Have you received any comments from constituents about their experience taking the survey?

Answer Options	Group 1 (n=15)	Group 2 (n=10)	Group 3 (n=11)	Combined (n=36)
Yes	20% (n=3)	30% (n=3)	9% (n=1)	19% (n=7)
No	80% (n=12)	70% (n=7)	91% (n=10)	81% (n=29)

43. What kind of engagement has your organization had with your co-funder about this work since you received the grant? [check all that apply]

Answer Options	Group 1 (n=15)	Group 2 (n=10)	Group 3 (n=13)	Combined (n=38)
Telephone conversations	13% (n=2)	60% (n=6)	62% (n=8)	42% (n=16)
Emails	20% (n=3)	50% (n=5)	54% (n=7)	39% (n=15)
In-person conversation	13% (n=2)	40%(n=4)	46% (n=6)	32% (n=12)
References included in grantee reporting	0% (n=0)	10% (n=1)	8% (n=1)	5% (n=2)
No engagement	13% (n=2)	0% (n=0)	23% (n=3)	13% (n=5)
Don't know	60% (n=9)	20% (n=2)	15% (n=2)	34% (n=13)
Other (please specify)	7% (n=1)	30% (n=3)	8% (n=1)	13% (n=5)





## Agency Leader Survey

1. How involved have you been in the following steps of the Listen for Good work?

Step 1: Survey design						
Group	Not Completed	1 – Not at all helpful	2	3	4	5 – Very Helpful
Group 1 (n=14)	0% (0)	14% (2)	0% (0)	36% (5)	14% (2)	36% (5)
Group 2 (n=8)	0% (0)	13% (1)	0% (0)	13% (1)	25% (2)	50% (4)
Group 3 (n=13)	0% (0)	15% (2)	8% (1)	23% (3)	31% (4)	23% (3)
Combined (n=35)	0% (0)	14% (5)	3% (1)	26% (9)	23% (8)	34% (12)
Step 2: Survey administration and data collection						
Group 1 (n=14)	0% (0)	21% (3)	7% (1)	36% (5)	21% (3)	14% (2)
Group 2 (n=8)	0% (0)	63% (5)	0% (0)	13% (1)	0% (0)	25% (2)
Group 3 (n=13)	38% (5)	8% (1)	8% (1)	38% (5)	8% (1)	0% (0)
Combined (n=35)	14% (5)	26% (9)	6% (2)	31% (11)	11% (4)	11% (4)
Step 3: Interpreting results						
Group 1 (n=14)	21% (3)	0% (0)	0% (0)	29% (4)	43% (6)	7% (1)
Group 2 (n=8)	13% (1)	0% (0)	0% (0)	13% (1)	50% (4)	25% (2)
Group 3 (n=13)	62% (8)	0% (0)	0% (0)	31% (4)	8% (1)	0% (0)
Combined (n=35)	34% (12)	0% (0)	0% (0)	26% (9)	31% (11)	9% (3)
Step 4: Responding to feedback						
Group 1 (n=14)	29% (4)	7% (1)	0% (0)	21% (3)	29% (4)	14% (2)
Group 2 (n=8)	50% (4)	0% (0)	0% (0)	13% (1)	25% (2)	13% (1)
Group 3 (n=13)	77% (10)	0% (0)	0% (0)	8% (1)	8% (1)	8% (1)
Combined (n=35)	51% (18)	3% (1)	0% (0)	14% (5)	20% (7)	11% (4)
Step 5: Closing the loop						
Group 1 (n=14)	50% (7)	7% (1)	0% (0)	21% (3)	14% (2)	7% (1)
Group 2 (n=8)	50% (4)	13% (1)	0% (0)	25% (2)	0% (0)	13% (1)
Group 3 (n=13)	77% (10)	0% (0)	0% (0)	8% (1)	0% (0)	15% (2)
Combined (n=35)	60% (21)	6% (2)	0% (0)	17% (6)	6% (2)	11% (4)



3. Are you aware of any places that staff have struggled to implement Listen for Good?

Answer Options	Group 1 (n=14)	Group 2 (n=8)	Group 3 (n=13)	Combined (n=35)
Yes	36% (5)	37.5% (3)	15% (n=2)	29% (n=10)
No	64% (9)	62.5% (5)	86% (n=11)	71% (n=25)

5. Have you received any comments from constituents about their experience taking the survey?

Answer Options	Group 1 (n=14)	Group 2 (n=8)	Group 3 (n=12)	Combined (n=34)
Yes	50% (7)	12.5% (1)	8% (n=1)	26% (n=9)
No	50% (7)	87.5% (7)	92% (n=11)	74% (n=25)

7. **Before** you became a Listen for Good grantee, how would you rate your organization's ability to do the following:

8. How would you rate your organization's ability to do the following **today**:

		Implement surveys with constituents at least two times a year					
		Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=14)		7% (1)	14% (2)	14% (2)	50% (7)	14% (2)
	Group 2 (n=7)		29% (2)	43% (3)	14% (1)	14% (1)	0% (0)
	Group 3 (n=11)		18% (2)	18% (2)	18% (2)	27% (3)	18% (2)
	Combined (n=32)		16% (5)	22% (7)	16% (5)	34% (11)	13% (4)
Today	Group 1 (n=14)		0% (0)	0% (0)	7% (1)	50% (7)	43% (6)
	Group 2 (n=7)		0% (0)	0% (0)	0% (0)	71% (5)	29% (2)
	Group 3 (n=10)		0% (0)	0% (0)	0% (0)	50% (5)	50% (5)
	Combined (n=31)		0% (0)	0% (0)	3% (1)	55% (17)	42% (13)

		Achieve high response rates across the set of intended constituents					
		Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=14)		7% (1)	14% (2)	21% (3)	50% (7)	7% (1)
	Group 2 (n=7)		29% (2)	0% (0)	57% (4)	0% (0)	14% (1)
	Group 3 (n=11)		9% (1)	36% (4)	18% (2)	18% (2)	18% (2)
	Combined (n=32)		13% (4)	19% (6)	28% (9)	28% (9)	13% (4)
Today	Group 1 (n=14)		0% (0)	0% (0)	7% (1)	57% (8)	36% (5)
	Group 2 (n=7)		0% (0)	14% (1)	43% (3)	14% (1)	29% (2)
	Group 3 (n=10)		0% (0)	0% (0)	20% (2)	60% (6)	20% (2)
	Combined (n=31)		0% (0)	3% (1)	19% (6)	48% (15)	29% (9)



Collect useful data from constituents						
	Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=14)	14% (2)	21% (3)	14% (2)	50% (7)	0% (0)
	Group 2 (n=7)	43% (3)	29% (2)	14% (1)	14% (1)	0% (0)
	Group 3 (n=11)	9% (1)	18% (2)	27% (3)	36% (4)	9% (1)
	Combined (n=32)	19% (6)	22% (7)	19% (6)	38% (12)	3% (1)
Today	Group 1 (n=14)	0% (0)	0% (0)	7% (1)	50% (7)	43% (6)
	Group 2 (n=7)	0% (0)	0% (0)	29% (2)	29% (2)	43% (3)
	Group 3 (n=10)	0% (0)	0% (0)	10% (1)	60% (6)	30% (3)
	Combined (n=31)	0% (0)	0% (0)	13% (4)	48% (15)	39% (12)

Analyze data from constituents						
	Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=14)	7% (1)	14% (2)	43% (6)	29% (4)	7% (1)
	Group 2 (n=7)	43% (3)	14% (1)	29% (2)	0% (0)	14% (1)
	Group 3 (n=11)	9% (1)	36% (4)	18% (2)	27% (3)	9% (1)
	Combined (n=32)	16% (5)	22% (7)	31% (10)	22% (7)	9% (3)
Today	Group 1 (n=14)	0% (0)	0% (0)	21% (3)	57% (8)	21% (3)
	Group 2 (n=7)	0% (0)	0% (0)	29% (2)	29% (2)	43% (3)
	Group 3 (n=10)	0% (0)	0% (0)	30% (3)	40% (4)	30% (3)
	Combined (n=31)	0% (0)	0% (0)	26% (8)	45% (14)	29% (9)

Interpret data from constituents in a way that can inform your work						
	Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=14)	7% (1)	7% (1)	64% (9)	14% (2)	7% (1)
	Group 2 (n=7)	43% (3)	29% (2)	14% (1)	14% (1)	0% (0)
	Group 3 (n=10)	0% (0)	40% (4)	20% (2)	30% (3)	10% (1)
	Combined (n=31)	13% (4)	23% (7)	39% (12)	19% (6)	6% (2)
Today	Group 1 (n=14)	0% (0)	0% (0)	21% (3)	43% (6)	36% (5)
	Group 2 (n=7)	0% (0)	0% (0)	43% (3)	14% (1)	43% (3)
	Group 3 (n=10)	0% (0)	0% (0)	30% (3)	40% (4)	30% (3)
	Combined (n=31)	0% (0)	0% (0)	29% (9)	35% (11)	35% (11)



Close the loop with constituents after analyzing and interpreting the data						
	Group	1 – Low	2	3	4	5 – High
Before	Group 1 (n=14)	14% (2)	21% (3)	43% (6)	21% (3)	0% (0)
	Group 2 (n=7)	71% (5)	29% (2)	0% (0)	0% (0)	0% (0)
	Group 3 (n=11)	55% (6)	27% (3)	9% (1)	9% (1)	0% (0)
	Combined (n=32)	41% (13)	25% (8)	22% (7)	13% (4)	0% (0)
Today	Group 1 (n=14)	0% (0)	7% (1)	21% (3)	57% (8)	14% (2)
	Group 2 (n=7)	0% (0)	29% (2)	43% (3)	14% (1)	14% (1)
	Group 3 (n=10)	0% (0)	0% (0)	50% (5)	20% (2)	30% (3)
	Combined (n=31)	0% (0)	10% (3)	35% (11)	35% (11)	19% (6)



Means and mean differences of Q7 and Q8:

Org.'s Ability to...	Group 1			Group 2			Group 3		
	Before	Today	Mean Diff.	Before	Today	Mean Diff.	Before	Today	Mean Diff.
Implement surveys with constituents at least two times a year	3.5	4.4	0.9	2.1	4.3	2.2	3.1	4.5	1.4
Achieve high response rates across the set of intended constituents	3.4	4.3	0.9	2.7	3.6	0.9	3.0	4.0	1.0
Collect useful data from constituents	3	4.4	1.4	2	4.1	2.1	3.2	4.2	1.0
Analyze data from constituents	3.1	4	0.9	2.3	4.1	1.9	2.9	4.0	1.1
Interpret data from constituents in a way that can inform your work	3.1	4.1	1	2	4	2	3.1	4.0	0.9
Close the loop with constituents after analyzing and interpreting the data	2.7	3.8	1.1	1.3	3.1	1.9	1.7	3.8	2.1

Org.'s Ability to...	Combined		
	Before	Today	Mean Diff.
Implement surveys with constituents at least two times a year	3.1	4.4	1.3
Achieve high response rates across the set of intended constituents	3.1	4.0	0.9
Collect useful data from constituents	2.8	4.3	1.4
Analyze data from constituents	2.9	4.0	1.2
Interpret data from constituents in a way that can inform your work	2.8	4.1	1.2
Close the loop with constituents after analyzing and interpreting the data	2.1	3.7	1.6



## 11. Have you seen any findings from Listen for Good surveys?

Answer Options	Group 1 (n=14)	Group 2 (n=7)	Group 3 (n=11)	Combined (n=32)
Yes	86% (12)	86% (6)	18% (2)	63% (20)
No	7% (1)	0% (0)	73% (8)	28% (9)
Don't know	7% (1)	14% (1)	9% (1)	9% (3)

## 12. How confident are you that the process will yield actionable data for your organization? [1: not at all confident to 5: very confident]

Answer Options	Group 1 (n=14)	Group 2 (n=7)	Group 3 (n=11)	Combined (n=32)
Rating average	4.5	4.4	4.4	4.4

14. How would you rate the quality of the Listen for Good technical assistance (TA) and supports?  
(Question rated differently than Group 1)

Answer Options	Group 1	Group 2 (n=7)	Group 3 (n=11)	Combined (n=18)
Low		0% (0)	0% (0)	0% (0)
Medium		0% (0)	0% (0)	0% (0)
High		43% (3)	91% (10)	72% (13)
Don't know		57% (4)	9% (1)	28% (5)

## 15. How would you rate the following aspects of the Listen for Good technical assistance and supports?

	Amount of required engagement			
Group	Too little	Just right	Too much	Don't know
Group 1 (n=14)	0% (0)	71% (10)	7% (1)	21% (3)
Group 2 (n=7)	0% (0)	57% (4)	0% (0)	43% (3)
Group 3 (n=11)	0% (0)	91% (10)	0% (0)	9% (1)
Combined (n=32)	0% (0)	75% (24)	3% (1)	22% (7)

	Amount of support provided			
Group	Too little	Just right	Too much	Don't know
Group 1 (n=14)	0% (0)	79% (11)	0% (0)	21% (3)
Group 2 (n=7)	0% (0)	57% (4)	0% (0)	43% (3)
Group 3 (n=11)	0% (0)	91% (10)	0% (0)	9% (1)
Combined (n=32)	0% (0)	78% (25)	0% (0)	22% (7)



17. What kind of engagement have you had with your co-funder about this work since you received the grant? [check all that apply]

Answer Options	Group 1 (n=14)	Group 2 (n=7)	Group 3 (n=11)	Combined (n=32)
Telephone conversations	29% (4)	57% (4)	82% (9)	53% (17)
Emails	57% (8)	57% (4)	64% (7)	59% (19)
In-person conversation	29% (4)	57%(4)	46% (5)	41% (13)
References included in grantee reporting	7% (1)	14% (1)	18% (2)	13% (4)
No engagement	21% (3)	29% (2)	0% (0)	16% (5)
Other (please specify)	29% (4)	14% (1)	9% (1)	19% (6)

18. Do you plan to share findings from your surveys with your co-funder?

Answer Options	Group 1 (n=14)	Group 2 (n=7)	Group 3 (n=11)	Combined (n=32)
Yes	71% (10)	100% (7)	91% (10)	84% (27)
No	0% (0)	0% (0)	0% (0)	0% (0)
Not sure	29% (4)	0% (7)	9% (1)	38% (12)

19. How comfortable do you feel sharing findings with your co-funder? [1: not comfortable to 5: very comfortable]

Answer Options	Group 1 (n=14)	Group 2 (n=7)	Group 3 (n=11)	Combined (n=32)
Rating average	4.9	5	5	5