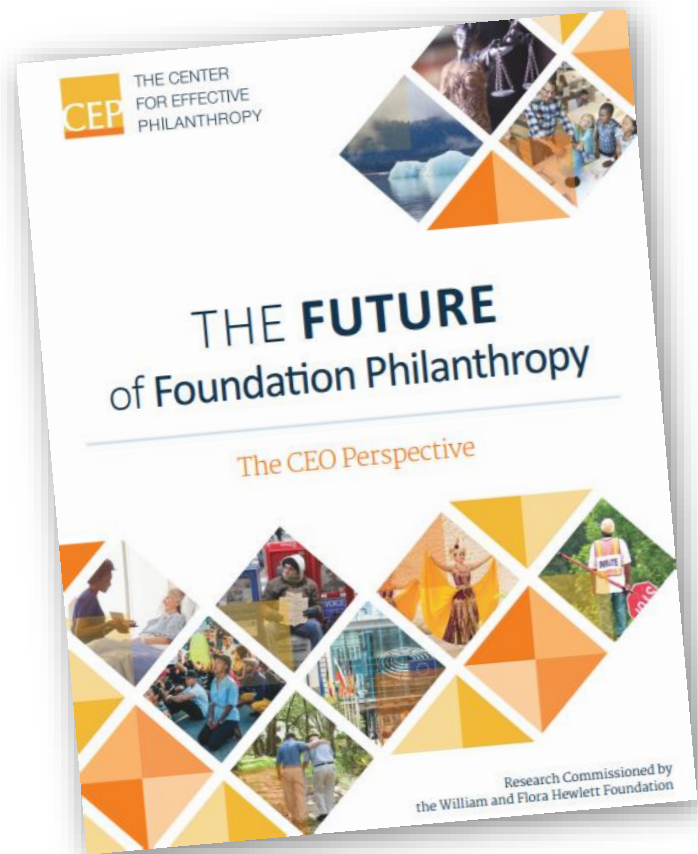


FEEDBACK PRACTICES

Listen for Good Gathering
May 23, 2018



KEY RESEARCH FINDINGS



Practices most frequently seen by CEOs as holding a lot of promise for increasing foundations' impact in the coming decades:

Foundations seeking to learn from the experiences of those they are ultimately trying to help **69%**

Foundations seeking to learn from the knowledge or experiences of grantees **67%**

Foundations taking more risk **64%**

Foundations collaborating with one another **59%**

Foundations simultaneously collaborating with other foundations, business, government, and nonprofits **59%**

IMPORTANT ROLE OF FEEDBACK PRACTICES



OUR FEEDBACK JOURNEY



SUPPORT
nonprofit
feedback
practice



CATALYZE
foundation
feedback
practice



BUILD
a feedback
field

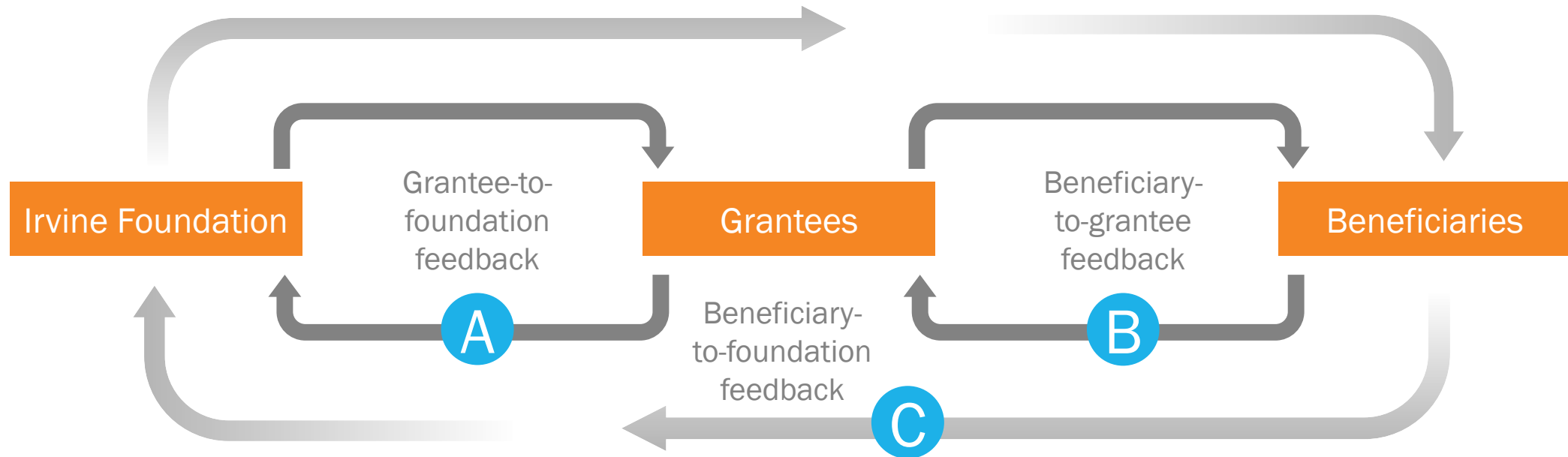


**WALK THE
WALK**

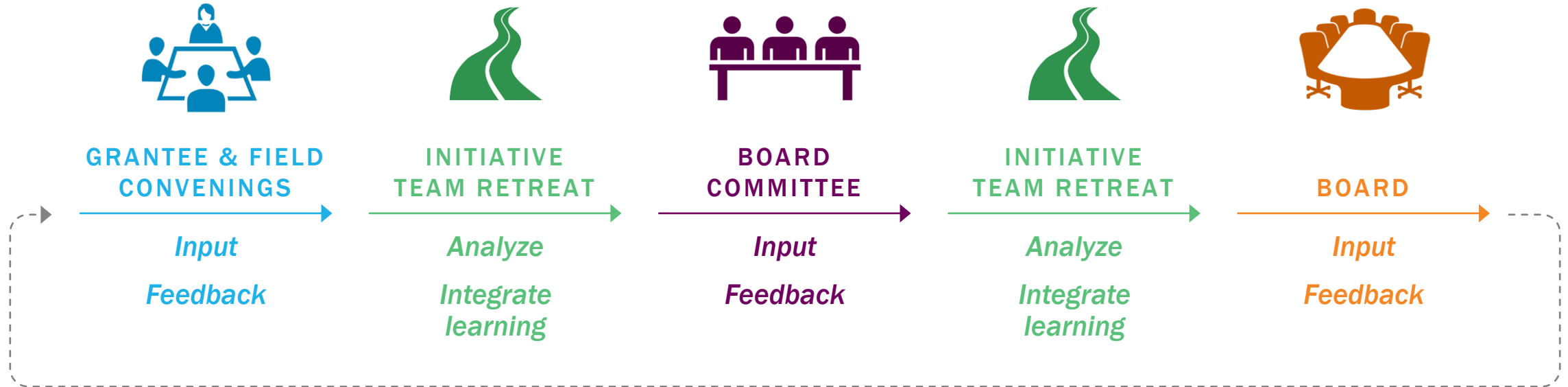


EXPERIMENT
with new
ways to meaningfully
connect with the
people we seek
to serve

BROADENING & STRENGTHENING FEEDBACK PRACTICES



GRANTEE TO FOUNDATION FEEDBACK PRACTICES



BENEFICIARY TO GRANTEE FEEDBACK PRACTICES

STARTING OFF...

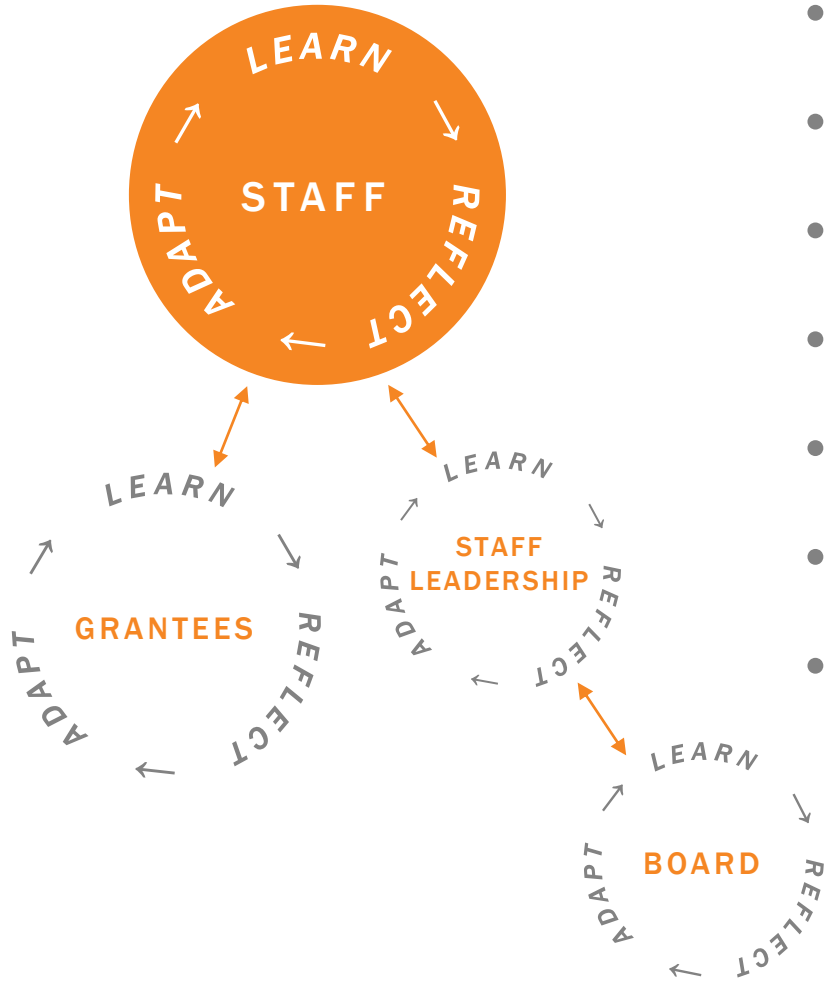
- Supported Center for Employment Opportunities as a side car funder
- Gave us the opportunity to observe and learn
- Provided evidence of success to make case for expanding support

GOING DEEPER...

- Supporting cohort of grantees across investment areas
- Planning for grantee/funder convening for joint learning
- Including other L4G grantees supported by other funders
- Preparing for another L4G cohort and sharing experiences with our colleagues



INTERNAL FEEDBACK PRACTICES



- New initiative development process
- New R&D process
- New board committee
- Due diligence update
- Culminating initiatives and implications for new initiatives
- Internal operations
- Diversity, equity and inclusion

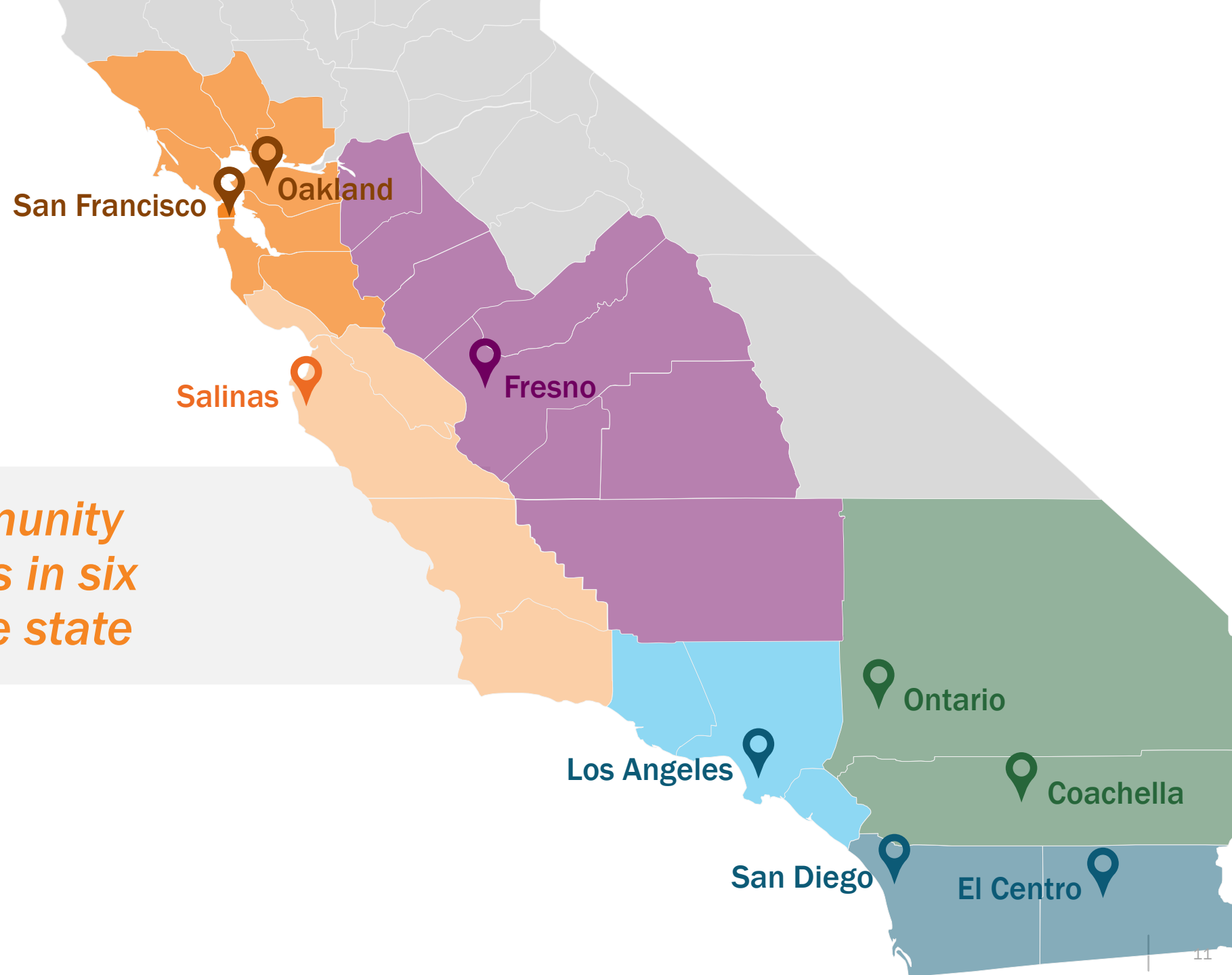
KEY REFLECTIONS TO DATE

- State what may seem obvious – more than once
- Incorporate into existing practices and new ones
- Support in different ways – in front, behind and from the side
- Closing the feedback loop is key
- Name the practice – before, during and after
- Identify when feedback doesn't happen and why
- Build in accountability – IA&L Framework
- Be patient - it takes time

BENEFICIARIES TO FOUNDATION FEEDBACK PRACTICES



OUR APPROACH

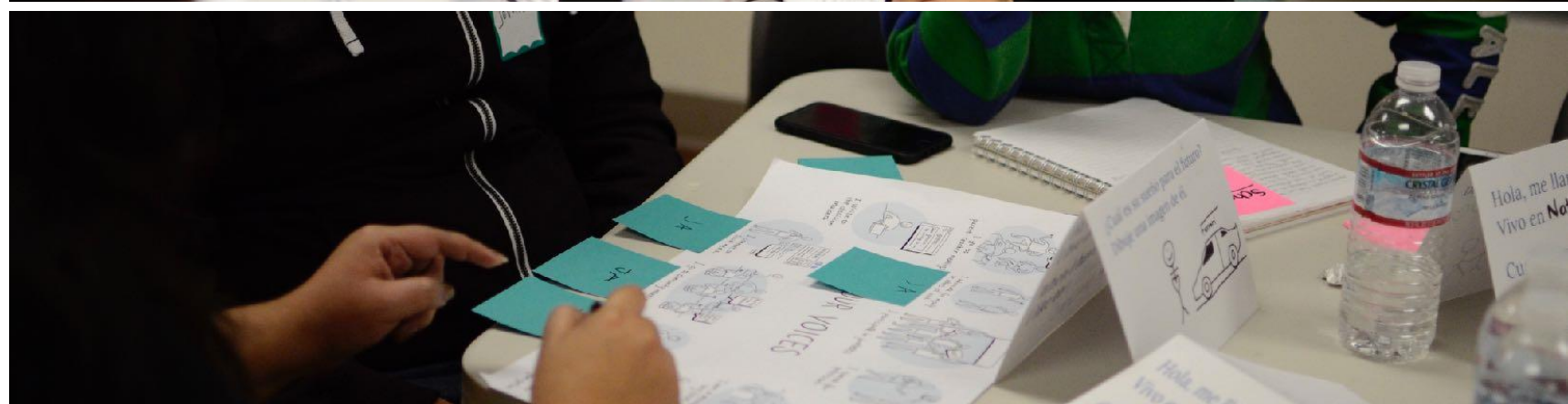


We held 14 Community Listening Sessions in six regions across the state

OUR APPROACH

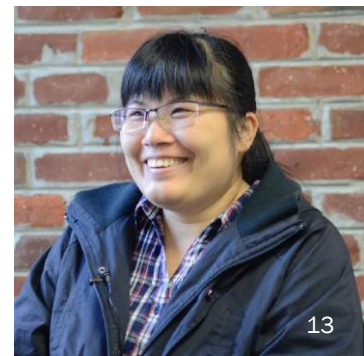
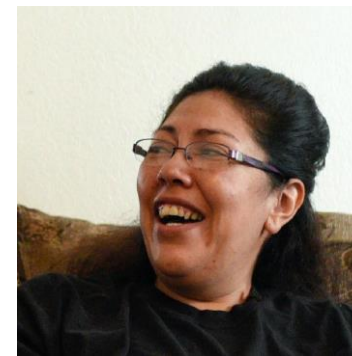
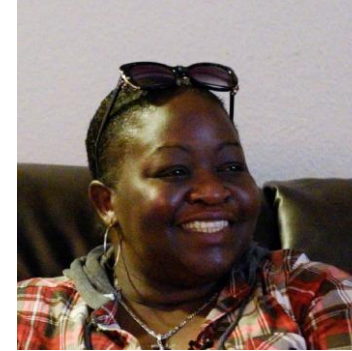
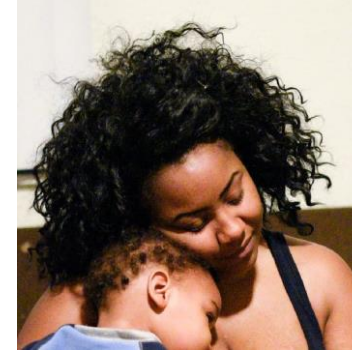
We met more than **400 people** face to face.

And held sessions in **10 different languages.**



OUR APPROACH

In many regions, we conducted **in-depth interviews** to get deeper insights into the everyday lives of participants.



OUR APPROACH

We used the **mobile research app Dscout** to expand our listening to young people, 18-36 years old across the state.

The screenshot displays the Dscout mobile research app interface. At the top, it shows the project name "Irvine - Listening Labs" and the location "California Living". Below this, there are navigation options for "Applications" and "Setup". The main content area is titled "Applications (50/435)" and features a grid of user profiles. Each profile includes a circular profile picture, the user's name, and their location. A "Potential Fit" indicator is visible next to each profile. A sidebar on the left contains filters for "Questions", "Demographics", "Tags", and "Bookmarks", along with a "SORT 50 RESULTS" option. A "POTENTIAL FIT" section is also present. A video response is highlighted in the foreground, showing a woman holding a baby. The video title is "Q10: In 30 seconds or less, take a video describing the biggest challenge you face building the best life for yourself and/or your family. Tell us what it is, how it affects you, and what (if anything) you are able to do to tackle that challenge. Again, think of the BIGGEST challenge and be descriptive. If there is something that you can show us to help us understand, please do that. Otherwise, take a clear selfie video!". The video player shows a progress bar at 0:00 / 0:26. Below the video, the text reads: "The biggest obstacle is maintaining a healthy lifestyle and being your support my family offers to pay . Considering we have expensive living costs maintaining . Or supporting a household with the expensive cost of living to be the biggest obstacle". There are "Download" and "Edit" buttons at the bottom of the video player.

THEMES

We heard **five common themes** across the state, each related to a fundamental human aspiration

1 *I want to live without making extreme tradeoffs.*

2 *I want to live without fear and anxiety.*

3 *I want to be treated with dignity.*

4 *I want to be connected to a strong community network.*

5 *I want the opportunity to make my situation better.*

THEMES

1 *I want to live without making extreme tradeoffs.*

2 *I want to live without fear and anxiety.*

3 *I want to be treated with dignity.*

4 *I want to be connected to a strong community network.*

5 *I want the opportunity to make my situation better.*

1 *I want to live without making extreme tradeoffs.*

What we heard...



- I take one step forward and two steps back
- I don't have time to focus on having my voice heard
- College feels more like my ball and chain than my wings
- I need quality childcare to get ahead
- I can't afford to get sick or hurt

THEMES

1 *I want to live without making extreme tradeoffs.*

2 *I want to live without fear and anxiety.*

3 *I want to be treated with dignity.*

4 *I want to be connected to a strong community network.*

5 *I want the opportunity to make my situation better.*

2 *I want to live without fear and anxiety.*

What we heard...



- I'm so stressed
- I'm one crisis away from losing everything
- I don't feel safe
- There will be consequences if I speak up

THEMES

1 *I want to live without making extreme tradeoffs.*

2 *I want to live without fear and anxiety.*

3 *I want to be treated with dignity.*

4 *I want to be connected to a strong community network.*

5 *I want the opportunity to make my situation better.*

3 *I want to be treated with dignity.*

What we heard...



- Those in power don't see me as a person
- I feel expendable on the job
- My past sometimes prevents me from making progress
- The system pits us against each other

THEMES

1 *I want to live without making extreme tradeoffs.*

2 *I want to live without fear and anxiety.*

3 *I want to be treated with dignity.*

4 *I want to be connected to a strong community network.*

5 *I want the opportunity to make my situation better.*

4 *I want to be connected to a strong community network.*



- Finding a job depends on who I know
- It really does take a village
- Together, our voices are amplified
- I want ways to make my community stronger

What we heard...

THEMES

1 *I want to live without making extreme tradeoffs.*

2 *I want to live without fear and anxiety.*

3 *I want to be treated with dignity.*

4 *I want to be connected to a strong community network.*

5 *I want the opportunity to make my situation better.*

5 *I want the opportunity to make my situation better.*

What we heard...



- I'm doing all the right things, but I can't get ahead
- I want a stable place to live
- I can't travel to better opportunities
- The system is often difficult to navigate



WHAT DID WE DO WITH WHAT WE HEARD?
*Informed our thinking, conversations,
and actions for strategy, grantmaking,
evaluation, communication*

KEY COMPONENTS FOR EFFECTIVE COMMUNITY LISTENING

TIME

- *Allow sufficient time for planning, recruitment, training of community facilitators, and board/staff to fully participate*
- *Allow sufficient time between listening sessions to reflect, process and adapt*

CLEAR PURPOSE

- *Clarify desired outcomes for the listening experience and design with the end in mind*
 - *What do we want to learn?*
 - *What will we do with what we learn?*
 - *What are our expectations of participants?*
 - *How will we share what we hear with participants?*

ASSET-BASED ORIENTATION

- *Include broad questions around hopes/aspirations, sources of strength/support, and bright spots*



GUIDING PRINCIPLES FOR COMMUNITY LISTENING

CULTURAL COMPETENCY

- Diversity, equity, and inclusion are key to authentic engagements. We will be careful to view this work through that lens.
- We will be aware of the power dynamic in all aspects of this work, including how we create the space and how we facilitate listening sessions.
- Our intent is to listen to be changed. We will not assume we know the answers going into the sessions.

ACCOUNTABILITY

- We will provide incentives for people who participate in the listening sessions, as well to those who serve as advisors.
- We will have clear communications with listening session participations throughout, including letting them know how the information we gather will be used.
- We will leverage and learn from related work being done by our colleagues, partners, and peers to inform this work.
- We will update staff regularly about our progress, share our key learnings internally as well as outside of Irvine, and use what we learn to inform our strategy.

CREATIVITY

- We aspire to be creative in how we approach this work, how we gather information, how we design our “end products,” and how we use what we learn.

DISCUSSION QUESTIONS

**If you are pursuing
feedback practices,
what is going
especially well?**

**What is most
challenging?**

**What has surprised
you most?**

**Given what you have
heard and what you
have done in your
work, how can we
train ourselves to
listen deep enough
to be changed by
what we hear?**

THANK YOU!
TO LEARN MORE GO TO...
WWW.IRVINE.ORG/CAVOICES

Kim Ammann Howard

Director of
Impact Assessment & Learning

kammannhoward@Irvine.org

Kelley D. Gulley

Senior Program Officer
Better Careers Initiative Lead

kgulley@Irvine.org