



2024-2025

Nonprofits:
We're Here To
Help YOU

FEEDBACK THAT FUELS PERFORMANCE

Tues, Jun 9, 2026 FACILITATOR: Linda Rich

NONPROFIT HELPDESK

We're here for you!

- Free Live Workshops
- Archive of Past Workshops
- LinkedIn Community
- Free Expert Support

Find out more at www.nphd.org



These workshops are funded by generous allocations from Council Members and *Sabet Bixel*
CONSULTING FOR NONPROFITS

WORKSHOPS FOR CAPACITY BUILDING & NYC DISCRETIONARY FUNDING



From Logo to Legacy: Building Your Brand Story

Today • 12:00 PM EDT

Free



You Ask, We Answer: NYC Council Discretionary Expense Funding

Tomorrow • 6:30 PM EDT

Free



Nonprofit Excellence - Top 10 Best Practices for Nonprofit Organizations

Tue, May 27 • 12:00 PM EDT

Free



NYC Council Discretionary Funding Q&A w/ NYC Dept of Youth & Community Dev.

Wed, May 28 • 6:30 PM EDT

Free



Submitting the HHS Prequalification (PQL) Application

Wed, Jun 4 • 6:30 PM EDT

Free



Getting Started with Grants

Tue, Jun 10 • 12:00 PM EDT

Free



Navigating NYC PASSPort for Nonprofits

Tue, Jun 10 • 6:30 PM EDT

Free

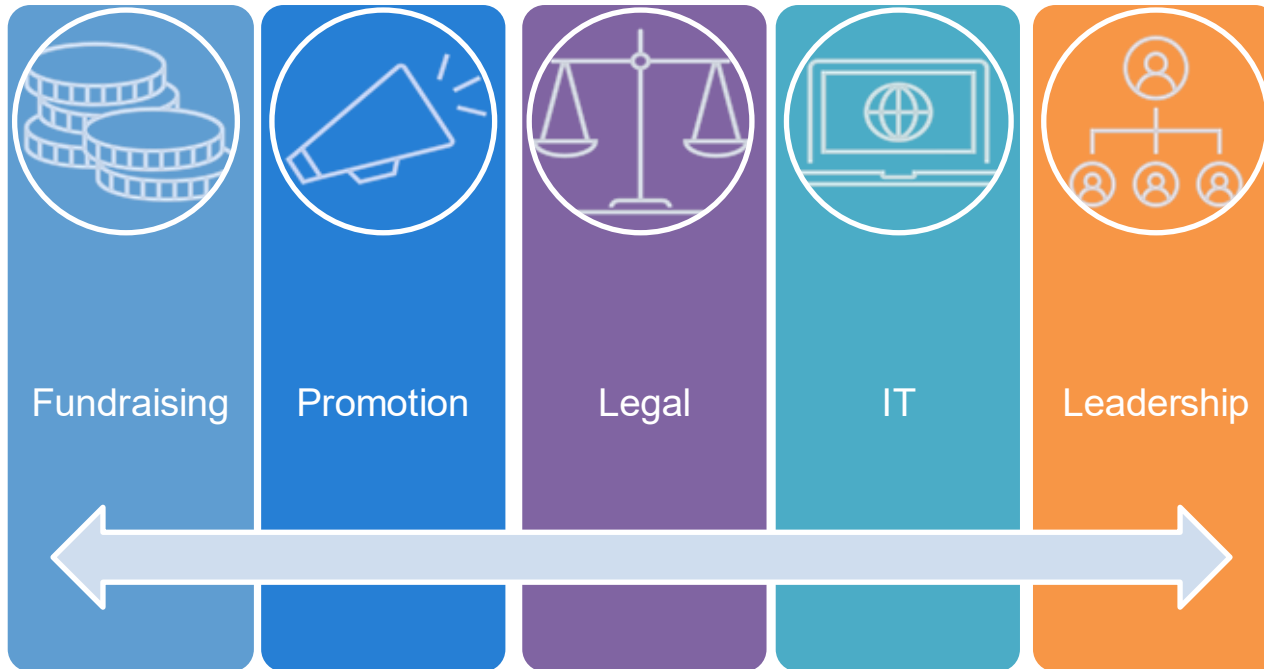


NYC Council Discretionary Expense Funding: Contracting & Reimbursement

Tue, Jun 17 • 6:30 PM EDT

Free

sample list of workshops, please visit nphd.org for current schedule



WE REALLY ARE A HELP DESK!

JUST COMPLETE THE FORM AT WWW.NPHD.ORG!

Magic?



Increase **performance**

Help employees feel valued and **understood**

Support **growth** and **career** development

Drive up **satisfaction** and **ENGAGEMENT**

Create a culture of **transparency** and trust



Why We Avoid It

- Dislike conflict
- Don't want to hurt people
- Role discomfort – judge, boss
- Fear of losing staff



Do one thing every
day that scares you.

-Eleanor Roosevelt

*People don't dislike feedback; they dislike
vague, delayed or judgmental feedback.*

- McKinsey

Knowing is not Enough

SKILL

Capable

Potential

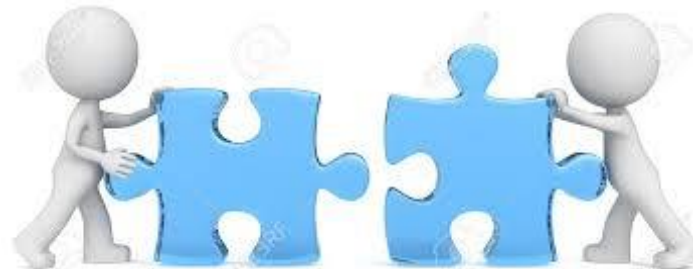
HOW

WILL

Motivated

Realized

WHY



I'm Giving Feedback Because...

... it leads to better **performance**

*If I keep doing what I'm doing,
I'll keep getting what I'm getting.*

I'm Giving Feedback Because...

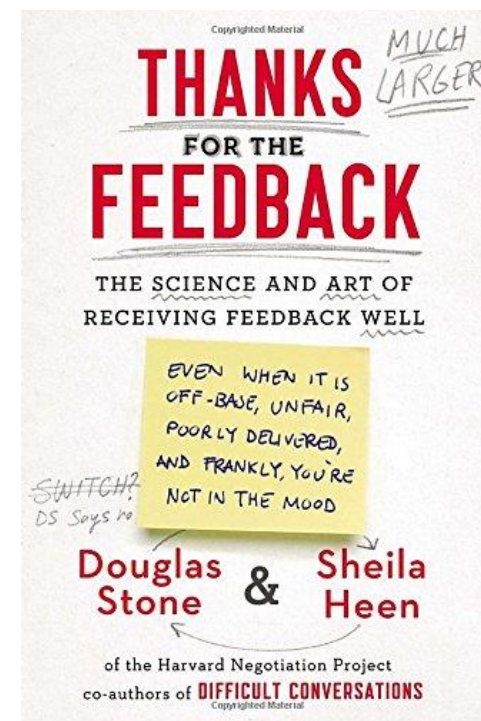
... it leads to better **performance**

*If I keep doing what I'm doing,
I'll keep getting what I'm getting.*

You get
the
performance
you tolerate.

Critical Feedback Skills

1. Giving
2. Receiving
3. Asking for



Be

SPECIFIC

- What, specifically, was effective [or not]?
- How, specifically, can I do it differently?
- How, specifically, can I develop the skill?
- Why is this important? What's the impact?

I'm Giving Feedback Because...

... I want my team members to succeed

Feedback = the information you need to be successful

Withholding feedback denies access to that

**stepping stone
to the next level**



Clear Expectations



Specific
Measurable or Demonstrable
Achievable
Relevant
Time-bound

Not SMART

Recruit people for the event

SMART

Recruit 50 new participants for the June bike ride by May 1

Recognize Good Work

Acknowledge/appreciate
as soon as possible



**Genuine praise motivates;
lack of recognition is a top reason for leaving**

Praise Effort. Reward Results.

Positive Feedback



In running the meeting, you engaged each person, which fostered a shared commitment across the team.

During the chaos, you calmed the client. You showed deep expertise, and communicated that you could be trusted.

Your report hit all the key points, and backed them up with just the right amount of material and nothing unnecessary.

Clarity

Especially with remote workers!

I'm Giving Feedback Because...

... I want team members to say:

My manager:

- **Appreciates my work**
- **Keeps me on track**
- **Helps me grow**
- **Cares about me**



Consider the most

UNHELPFUL Feedback

you ever received.

What made it so
unhelpful?

CHAT

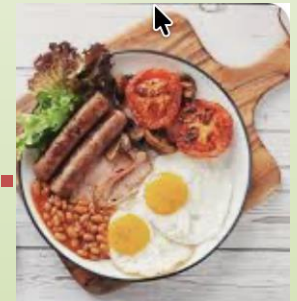
Unhelpful

- *You've made the same mistake for the last 6 months*
- *You aren't a team player*
- *Your presentation was boring*
- *You need to work on your communication skills*
- *Everything is always "great" with no specifics*

I'm Giving Feedback Because...

... I'm promoting a **culture** of transparency, candor, and trust, one that values clarity and performance

Culture eats strategy for breakfast.



How feedback is given and received determines how the organization learns.



do

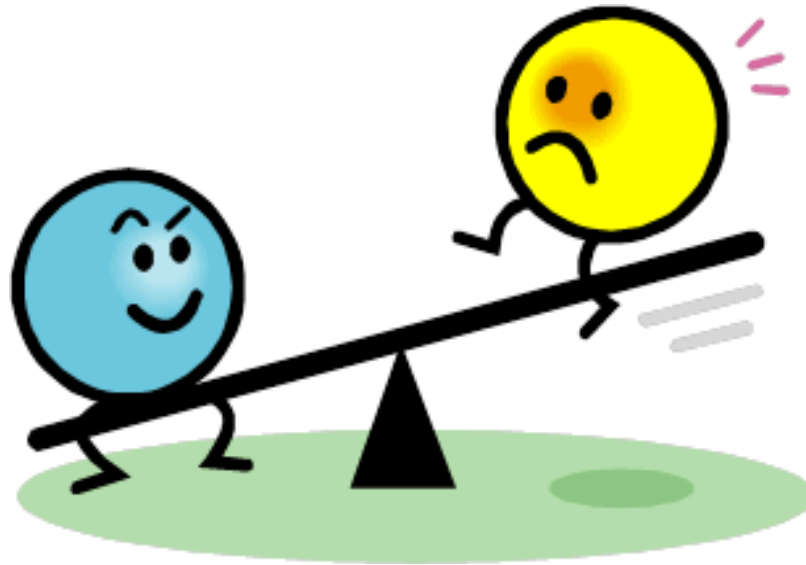
- **Give feedback regularly, promptly, privately**
- **Be concrete and specific, use examples**
- **Stick to behaviors, results, impact - *not the person***
- **Emphasize development orientation**
“I’m sharing this because I want you to succeed”
- **Say only enough for a “corrective leap”**
- **Offer support**
- **Express confidence** (in most cases)



Clarity

Balance

Neither too soft nor too harsh.



DON'T

- **“Sandwich”**
- Lose your cool
- Go on for too long
- Label/generalize: unprofessional, lazy
- Use superlatives: always, never
- Assume you understand their motivation



I'm Giving Feedback Because...

... I value my relationships with our employees.

I don't want to deny them the right to know where they stand or to grow and develop.



I want team members to feel seen and understood.

“FAIR” Feedback Formula

Frame

Ask

Inform, **I**mpact, **I**ntent

Recap



F_rame the Conversation



HEADLINE MESSAGE

Set the tone:

- ... you're an effective, valued team member. Let's build on that so you can continue to grow further*
- ... you can make an even greater contribution*
- ... I want you to succeed, so it won't hold you back...*
- ... let's discuss how together we can get your performance to where it needs to be and beyond*

Ask

What went well, and what could have gone even better?



www.ebi

Stop / Start / Continue

*What was your goal? What outcomes/results did you expect?
What did you do that worked? Where were the problems?
What would it have looked like if it was successful?
What did you learn from this project?*

Inform, Impact, Intent

- **INFORM** about specific behavior (**WHAT**)
- **IMPACT** on the organization,
why it matters (**SO WHAT**)
- **INTENT** going forward (**NOW WHAT**)



Recap

- Review what was discussed and agreed
- Be sure to cover next step(s), including yours
- Offer encouragement/reassurance

I know you can do it...I'm here to help

- Document (you or them)

FEEDBACK

SUMMARY

Encourage/Reassure



- *Your overall performance is strong... it's about how to get even stronger, how you can grow in your job.*
- *This is a serious issue, but it's something you can work on, and I'm here as a resource for you.*
- *You have what it takes to succeed and get this right. I'm looking forward to seeing you nail it next time.*

I'm Giving Feedback Because...

Feedback = **FUEL**



*Feedback given too constantly becomes noise;
feedback given regularly, specifically, and with
care becomes fuel.*

- McKinsey, Mar 2026

Documenting Performance

- Keep a **file** for each direct report
- Record incidents, positive and negative
- Include date, specific behavior, impact
- Note any conversations/agreements
- Maintain confidentiality



Prepare



- **Anticipate objections**
- **Scripting**
- **Peer/manager coaching**
- **Practice/role play**
- **Other?**



I'm Giving Feedback Because...

... I want our team to deliver exceptional work

When organizations expect workers
to deliver **exceptional work**,
honest feedback is the secret ingredient.

- *William Aruda*



In Your Head

Affirmation:

I have the courage to provide feedback people deserve. I'm stepping up to this because I care about my people and want them to succeed. If there are negative reactions, I'll be able to handle them.



You got this
You can do this

Positive Self-talk:

This isn't easy -- not everything important is easy.

Your Own Development

How will you grow? What will you work on?

- Give **more** feedback
- Give more **useful** feedback
- Get **my own** feedback
- **Tips** from manager and role models
- Development **partnership**



I'm Giving Feedback Because...

... it increases
engagement & alignment



Need more? 1-on-1

COACHING

Limited number of hours available with Linda Rich to work on your specific feedback/leadership issues

To apply, complete the Helpdesk Support Request:

www.nphd.org





YOUR FEEDBACK
MATTERS!
**SCAN HERE
FOR A
SURVEY!**



THANK YOU

QUESTIONS?

Current Culture ?

Harmony

Sensitivity

Appreciation

RELATIONSHIPS

Comparing Cultures

Harmony

Sensitivity

Appreciation

RELATIONSHIPS

Get along

Integrity

Accountability

Performance

RESULTS

Get ahead

“Too Nice” Culture

Harmony

Sensitivity

Appreciation

RELATIONSHIPS

CULTURE OF MEDIOCRACY

performance not prioritized

FEAR OF CONFLICT

artificial harmony

dissent stifled, fear of risk-taking

LACK OF ACCOUNTABILITY

lower standards

feedback not robust



“Too Nice”

Is Your Leadership Style Too Nice?

by Ron Ashkenas & Gali Cooks

HBR, January 12, 2026





THANK YOU

QUESTIONS?