

Organizational Feedback Loop

"The only real voyage of discovery consists not in seeking new landscapes but in having new eyes." -Proust

What is this?

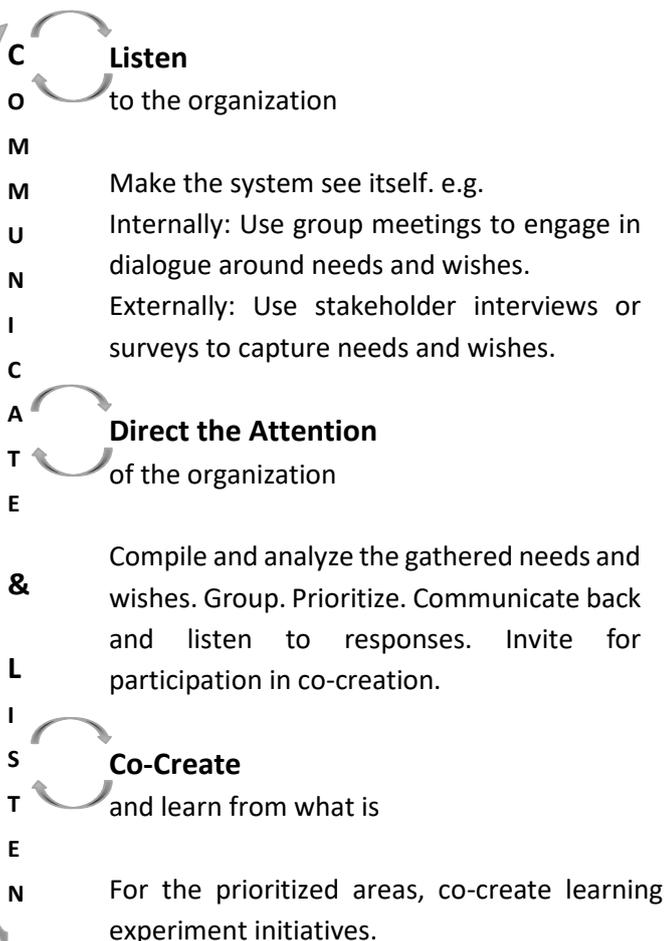
Without a structured way to gather feedback from the system, and continually adjust accordingly, organizational initiatives will be only a dance in the dark. We won't know where we are going.

This is not only a process to gather feedback. It is also a process to co-create the way forward in response to the feedback. Making the dance become our dance.

Primers

The listening part of the entire process is central. Communicating priorities, progress, and process to the organization (the teams) is only one half of what will make our way to success. Listening for how it lands, and in dialogue being open to adjust is key for mutuality, participation and commitment.

Process Overview



How to...

Listen

to the organization.

To listen is about holding a conversation with the organization (teams, stakeholders etc...) on tensions and needs, to harvest priority areas to act on.

At group meetings, for the internal listening:

1. 5 min: Framing
At the group meeting, explain the Organizational Feedback Loop process, of which this is the first step.
Let the teams work in their teams, in this practice to strengthen the team.
2. 3 min: Formulating
Individually, let everyone write down one wish that would have a significant, positive impact on their work if fulfilled.
3. 5 min: Pollinating.
In pairs, share the wishes. Explore them together. Be open to what emerges. Maybe a new wish. Maybe a combination.
4. 10 min: Team distillation.
In the team(s) – share the wishes and agree on the two most significant wishes from your team.
5. 5 min: Driver Statement
Have the team formulate **driver statements** for the two wishes. Set the wish into context for presumably uninitiated persons.
Starting from the wish:
What do you observe in the organization that makes you wish what you wish?
What effect does that observation lead to?

Formulate
Observation:
Effect:
Wish/need:
6. 5 min: Sharing:
Let the teams share their driver statements with the whole group.
Reflect together – what do we hear, see?
Do we want to merge/group some driver statements?
7. 5 min: Collect, sum up, next step
End the session by stating that you will take the shared driver statements with you.

Explain the next steps in the process, and when you will communicate back and listen.

8. Retro and celebration
Make a quick “fist of five” retro.
Celebrate together that you have gathered wishes to improve your organization.

Direct the Attention

of the organization.

This part is about creating a helicopter view of the most pressing needs/wishes to act on. Compile and analyze the gathered needs and wishes. Group. Prioritize. Communicate back and listen to responses. Invite for participation in co-creation.

1. Group
Compile and analyze all Driver Statements, cluster them into groups of similar wishes.
2. Driver Statement
Choose / create one driver statement per group.
3. Prioritize
Make a prioritization. What one or two groups need attention first? What are your focus area(s)?
4. Communicate, Listen & Invite
Communicate back to the organization, in group meetings etc... Listen, and be open to adjust. Invite for co-creation.

Co-Create

and learn from what is.

Use e.g. the Appreciative Inquiry 5D process to co-create experiments to address the wishes & needs.

See separate 5D Appreciative Inquiry Tool.