P U L S E   F O R   G O O D

Staff Buy-In

& Adoption Toolkit

A complete guide for building staff trust, reducing resistance, and creating organizational buy-in for anonymous feedback collection. This toolkit contains 10 ready-to-use documents covering communication templates, objection handling, role-specific messaging, training materials, and adoption health monitoring.

10 Communication & Training Documents

Email Templates • Scripts • Talking Points • Checklists • Training Agendas

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Toolkit Contents

This toolkit contains 10 standalone documents designed to help your organization build genuine staff support for anonymous feedback collection. Staff resistance is the single biggest predictor of feedback system failure — these tools address it head-on with empathy, transparency, and practical resources.

DOCUMENT 1

Staff Announcement Email Templates

Ready-to-send emails explaining purpose, boundaries, and what to expect

📋 **INSTRUCTIONS:** *Send Email A one week before launch, Email B the day of launch, and Email C two weeks after launch. Customize all bracketed fields. These emails should come from the highest-ranking leader practical (Executive Director or Program Director, not IT or HR) to signal organizational commitment.*

Email A: Pre-Launch Announcement (1 Week Before)

Subject: **We're Launching Anonymous Feedback Collection — Here's What to Know**

Hi team,

Starting [DATE], we're introducing an anonymous feedback system at [SITE/ALL LOCATIONS]. Participants will be able to share their honest thoughts about our services using a touchscreen kiosk powered by Pulse For Good.

I want to be upfront about what this is and what it isn't:

What it IS: A way for the people we serve to tell us how we're doing — what's working, what's not, and what they need. It's anonymous, voluntary, and designed to help us get better.

What it ISN'T: A tool to evaluate individual staff members. No one will be singled out, disciplined, or performance-reviewed based on individual kiosk responses. We'll be looking at trends and patterns, not hunting for blame.

Over the next week, your manager will walk you through how the system works and answer your questions. In the meantime, here are the key facts:
• Participants don't enter their name or any identifying info
• Staff at the site level don't have access to individual responses
• We'll share aggregate results with you regularly so you can see what's working

I know change can feel uncomfortable, especially when it involves hearing critical feedback. But I believe our team is strong enough to listen, learn, and lead. That's exactly what this tool helps us do.

If you have questions or concerns, please reach out to [CONTACT NAME] at [EMAIL/PHONE].

Thank you for everything you do,
[SENDER NAME]
[TITLE]

Email B: Launch Day (Day Of)

Subject: **The Feedback Kiosk Is Live — A Quick Reminder**

Hi team,

As of today, the anonymous feedback kiosk is live at [LOCATION]. Here's what you need to know for today:

• If a participant asks about the kiosk, let them know it's a quick, anonymous way to share feedback
• You don't need to encourage or discourage anyone — just be available if they have questions
• You can use this phrase: "It's anonymous and takes about 2 minutes. Your answers help us improve."
• Please don't stand near the kiosk or watch while someone is using it

Remember: this system is here to help all of us do our best work. We're in this together.

Questions? Reach out to [CONTACT NAME].

[SENDER NAME]

Email C: Post-Launch Check-In (2 Weeks After)

Subject: **Feedback System Update — What We're Hearing So Far**

Hi team,

It’s been two weeks since we launched the feedback kiosk, and I wanted to share a quick update.

So far, we’ve collected [NUMBER] responses. Here are a few early themes:

• [POSITIVE TREND: e.g., “85% of participants rated staff friendliness as ‘Good’ or ‘Great’”]

• [AREA FOR IMPROVEMENT: e.g., “Participants mentioned wanting clearer communication about schedules”]

• [ACTION ITEM: e.g., “We’re updating our welcome board to include weekly schedules”]

This is exactly what the system is designed to do — surface the things we’re doing well AND show us where we can improve. None of this is about blame. It’s about getting better, together.

I’ll continue sharing updates like this on a regular basis. If you have any feedback about the feedback system itself, I’d love to hear it.

Thank you for making this work,

[SENDER NAME]

DOCUMENT 2

"What Feedback Is / Isn't" One-Pager

A visual explainer for frontline teams distinguishing feedback from evaluation or surveillance

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📋 **INSTRUCTIONS:** *Print this one-pager and post it in staff break rooms, include it in onboarding packets, or display it during training sessions. The goal is to address the unspoken fear: "Is this system here to catch me doing something wrong?" Keep it visible for the first 90 days of the rollout.*

Feedback Is a Mirror, Not a Weapon

The anonymous feedback system exists to reflect the experience of the people we serve.

It shows us what's working and what's not — so we can make informed decisions about how to improve.

It is NOT a surveillance tool. It is NOT a performance review. It is NOT a gotcha system.

Feedback IS...

✓ SAY THIS	✘ NOT THIS
✔ A way to hear directly from participants	✘ A way to monitor individual staff behavior
✔ Aggregate data: trends, patterns, themes	✘ Individual quotes attributed to specific people
✔ A tool for the organization to improve	✘ Evidence used in disciplinary actions
✔ Anonymous and voluntary for participants	✘ Mandatory or tracked by person
✔ Shared transparently with staff as trends	✘ Kept secret and used against staff
✔ Reviewed in the context of many responses	✘ Acted on based on a single response
✔ One data point among many	✘ The only measure of staff or program quality

How Feedback Data Is Used

Here is the actual flow of how feedback travels through the organization:

STEP	WHO	WHAT HAPPENS
1. Collection	Participants	Anonymous responses entered on the kiosk
2. Aggregation	Pulse For Good	Responses pooled into reports showing trends and themes
3. Review	Leadership + Managers	Aggregate reports reviewed for patterns, not individual blame
4. Action	Whole Organization	Improvements planned and implemented based on trends
5. Communication	Leadership → Staff + Participants	Results and actions shared openly to close the loop

What This Means for You

As a staff member, feedback data will never be used to:

☐	Single you out for criticism based on one participant’s comment
☐	Appear in your performance evaluation as a standalone metric
☐	Justify disciplinary action without other corroborating evidence and process
☐	Compare you individually to other staff members
☐	Create a ranking of “best” and “worst” staff

Feedback data WILL be used to:

☐	Celebrate what’s going well across the whole team
☐	Identify systemic issues that need organizational solutions (not individual blame)
☐	Guide resource allocation, training priorities, and program improvements
☐	Demonstrate your impact to funders and the community
☐	Empower you with information about how participants experience our services

DOCUMENT 3

Manager Talking Points

Structured guidance for introducing feedback tools in team meetings

📋 **INSTRUCTIONS:** *Use these talking points when introducing the feedback system in a staff meeting. The structure is designed for a 5–7 minute introduction followed by Q&A. Read through the entire script once before presenting. Speak conversationally — don't read it word-for-word. The key is to communicate confidence, transparency, and empathy.*

Opening: Set the Tone (1 minute)

What to Say

"I want to talk about something new we're launching, and I want to be honest with you from the start about what it is and why we're doing it."

"We're introducing an anonymous feedback kiosk for the people we serve. This means participants can share their honest thoughts about their experience here — without giving their name and without anyone knowing what they said."

"I know that might bring up some feelings. Some of you might be thinking, 'Great, another way for people to complain.' Others might worry, 'Am I going to get in trouble over this?' I want to address both of those head-on."

The Why: Build Understanding (2 minutes)

What to Say

"We believe the people we serve deserve a safe way to tell us how we're doing. Many of them don't feel comfortable giving feedback face-to-face because they worry about losing services or upsetting staff. That's not because of you — it's because of the power dynamic that exists in any service relationship."

"This kiosk gives them a voice they might not otherwise use. And when they use it, we get real information we can act on — not guesses, not assumptions."

"This also helps US. When a funder asks, 'How do your clients feel about your program?' we'll have real data to share. That strengthens our funding, which strengthens your jobs."

The Boundaries: Address the Fear (2 minutes)

What to Say

“Let me be clear about what this system is NOT:”

“It is NOT a tool to evaluate any individual staff member. No one will be disciplined or performance-reviewed based on what someone writes on a kiosk.”

“We look at aggregate trends — patterns across all responses — not individual comments in isolation. If 80% of participants say they feel safe here, that tells us something good about our whole team. If food scores are low, that tells us we need to look at our food program — not point fingers.”

“You will see the results. We’re going to share aggregate data with you regularly, so you know exactly what participants are saying. No secrets.”

The Ask: Define Their Role (1 minute)

What to Say

“Here’s what I need from you:”

“If someone asks about the kiosk, let them know it’s anonymous and takes about 2 minutes. That’s it. You don’t have to sell it or encourage it — just be available.”

“Don’t stand near the kiosk while someone is using it. Give them space.”

“If someone tells you they left feedback — positive or negative — just say ‘thank you’ and move on. Don’t ask what they wrote.”

“And if YOU have feedback about how this rollout is going, I want to hear it. Come to me directly or use [internal feedback channel].”

Close: Invite Questions (1 minute)

What to Say

“I know this is new. I know change is uncomfortable. But I genuinely believe this will make us better at what we do — and I think you’ll see that once the data starts coming in.”

“What questions do you have?”

After the Q&A, follow up with Document 4 (Objection-Handling Scripts) for any questions you weren’t able to address on the spot.

DOCUMENT 4

Objection-Handling Scripts

Word-for-word responses to the most common staff fears and concerns

📋 **INSTRUCTIONS:** *Use these scripts when a staff member raises a concern about the feedback system. The tone column indicates the emotional register to aim for. These are designed to be spoken conversationally, not read from a page. Internalize the core message, then deliver it in your own words. The most important thing is to validate the concern first, then respond.*

Fear: Being Evaluated or Punished

OBJECTION / FEAR	RESPONSE SCRIPT	TONE
“This is just a way to get us in trouble.”	“I hear you, and I understand why it might feel that way. But this system is designed to look at trends across many responses, not to single anyone out. No one will be disciplined based on kiosk feedback. If there’s ever a concern, it’ll be addressed through our normal process, not through anonymous comments.”	*Calm*
“What if someone makes something up about me?”	“That’s a fair concern. One comment from one person doesn’t drive any action. We look at patterns — what are dozens of people saying over time? If one person writes something unfair, it’s a blip in the data, not a verdict.”	*Reassuring*
“Will my supervisor see what people say about me?”	“Your supervisor sees aggregate reports — overall scores and themes — not individual responses linked to specific staff. And even the trends are about the program, not about rating individual people.”	*Direct*

Fear: Unfair or Biased Feedback

OBJECTION / FEAR	RESPONSE SCRIPT	TONE
“Participants will just complain about everything.”	“Some will, and that’s okay — it’s actually useful information. But most people, when given a genuinely safe space to share, are more balanced than you’d expect. In our experience, the majority of anonymous feedback is constructive, and a lot of it is positive.”	*Honest*
“They’ll give bad reviews just because they didn’t	“That might happen occasionally, and we account for it by looking at patterns, not	*Empathetic*

get what they wanted."	individual responses. If one person is upset about a denied request, that's one data point. If 50 people say communication around decisions is poor, that's a real signal worth listening to."	
"People who are angry are more likely to use the kiosk."	"Actually, research on anonymous feedback shows the opposite — when people feel safe, they share a wide range of feedback. The kiosk often captures voices we never hear from otherwise, including the quiet, satisfied people who don't speak up in groups."	*Informed*

Fear: Loss of Control or Autonomy

OBJECTION / FEAR	RESPONSE SCRIPT	TONE
"We already know what's wrong. We don't need a kiosk to tell us."	"You probably do know a lot — you're on the front line every day. This system doesn't replace your knowledge. It supplements it with the perspective of the people we serve, which we don't always have access to. Think of it as adding their voice to the conversation."	*Respectful*
"This feels like leadership doesn't trust us."	"I can see why it might feel that way, and I want to address that directly. This isn't about trust in our staff — it's about trust from our participants. Many of the people we serve have been through systems that didn't listen to them. This gives them a way to be heard. It's about them, not about us."	*Empathetic*
"Why can't people just talk to us directly?"	"Some can and do. But others don't feel comfortable because of the power dynamic — they depend on us for housing, food, or services. Anonymous feedback lowers that barrier. It's not that they don't trust you personally — it's that the situation itself makes honesty hard."	*Understanding*

Fear: Extra Work or Burden

OBJECTION / FEAR	RESPONSE SCRIPT	TONE
"Is this going to create more work for me?"	"No. The kiosk runs on its own. Participants use it voluntarily. You don't need to administer it, collect data, or write reports. If someone asks about it, just let them know it's there. That's the extent of your involvement."	*Practical*
"Who's going to deal with all the complaints this generates?"	"Feedback data goes to leadership and management for review. You won't be responsible for responding to individual comments. If trends point to something that	*Clear*

	needs staff input, we'll work on it together as a team — it's not dumped on you."	

Response Framework

If you encounter an objection not listed above, use this three-step framework:

STEP	ACTION	EXAMPLE
1. Validate	Acknowledge the feeling without dismissing it	"I understand why that feels concerning."
2. Reframe	Shift from threat to opportunity	"This isn't about catching problems — it's about hearing from people who can't always speak up."
3. Ground	Offer a concrete, specific fact	"We only look at aggregate trends. No one is singled out."

DOCUMENT 5

Staff Feedback Acknowledgment Templates

Closing the internal loop when staff surface concerns, suggestions, or ideas about the feedback system

📋 **INSTRUCTIONS:** *When a staff member raises a concern or suggestion about the feedback system, acknowledge it promptly and substantively. These templates ensure no staff input falls into a void. Closing the internal loop with staff is just as important as closing the loop with participants — it models the exact behavior you're asking of the feedback system.*

Template 1: Acknowledging a Concern

Subject: **Re: Your Feedback About the Feedback System**

Hi [NAME],

Thank you for sharing your concern about [BRIEF DESCRIPTION]. I appreciate you bringing it up rather than sitting on it — that's exactly the kind of open communication we need.

Here's what I want you to know:

• I've heard your concern and I take it seriously

• [SPECIFIC ACTION: e.g., "I've flagged this with our leadership team" / "I'm looking into the policy around this" / "I've asked Pulse For Good to clarify how this works"]

• I'll follow up with you by [DATE] with an update

Your trust in this process matters as much as participant trust. If something feels off, I always want to know.

[SENDER NAME]

Template 2: Responding to a Suggestion

Subject: **Re: Your Suggestion for the Feedback System**

Hi [NAME],

Thanks for your idea about [BRIEF DESCRIPTION]. That’s a thoughtful suggestion.

[CHOOSE ONE:]

[IF IMPLEMENTING:] We’re going to put this into action. Here’s the plan: [BRIEF DESCRIPTION OF ACTION + TIMELINE]. I’ll make sure the team knows this idea came from the floor — it’s a great example of how this system gets better when everyone contributes.

[IF NOT IMPLEMENTING:] After looking into this, we’ve decided not to move forward with it right now, and I want to be transparent about why: [BRIEF, HONEST EXPLANATION]. I don’t want you to feel like your input was ignored — we genuinely considered it, and the reasoning is [EXPLANATION].

[IF NEEDS MORE EXPLORATION:] This is worth exploring further. I’d like to talk about it more — can we set up 15 minutes this week?

[SENDER NAME]

Template 3: Closing the Loop After Investigation

Subject: Update: Your Concern About [TOPIC]

Hi [NAME],

I wanted to circle back on the concern you raised on [DATE] about [BRIEF DESCRIPTION].

Here’s what we found: [FINDINGS]

Here’s what we’re doing about it: [ACTIONS]

Here’s the timeline: [TIMELINE]

Thank you for raising this. It made us better. If you notice anything else, please keep sharing.

[SENDER NAME]

Template 4: Sharing Aggregate Results with Staff

Subject: **What Our Participants Are Telling Us — [MONTH/QUARTER] Update**

Hi team,

Here's what we heard from participant feedback this [MONTH/QUARTER]:

What's going well:
• [POSITIVE FINDING 1 + DATA POINT]
• [POSITIVE FINDING 2 + DATA POINT]

Where we can improve:
• [AREA FOR IMPROVEMENT 1 + WHAT WE'RE DOING ABOUT IT]
• [AREA FOR IMPROVEMENT 2 + WHAT WE'RE DOING ABOUT IT]

What participants said in their own words (selected anonymous quotes):
• "[POSITIVE QUOTE]"
• "[CONSTRUCTIVE QUOTE]"

This data reflects the collective experience of [NUMBER] participants. It's a testament to the work you do every day, and a roadmap for where we go next.

Thank you,
[SENDER NAME]

Acknowledgment Timing Standards

SCENARIO	RESPONSE TIMEFRAME
Staff member raises a concern verbally	Acknowledge in writing within 24 hours
Staff member sends a written concern	Acknowledge within 24 hours; resolve within 1 week
Staff suggestion about the feedback system	Acknowledge within 48 hours; decision within 2 weeks
Aggregate results available for sharing	Share with staff within 1 week of report generation
Staff member reports a trust violation	Acknowledge and escalate within 4 hours

DOCUMENT 6

Role-Specific Messaging Guide

Tailored language for frontline staff, supervisors, and executive leadership

📋 **INSTRUCTIONS:** *Different roles have different concerns about feedback systems. A frontline staff member worries about being blamed; a supervisor worries about managing team morale; a leader worries about organizational liability and funder perception. This guide provides role-specific messaging that speaks directly to each group's actual concerns.*

Frontline Staff

Primary concerns: being personally evaluated, losing autonomy, extra work, participants being unfair.

Core Message

For Frontline Staff

"This system is here to give the people we serve a voice — not to grade you. You won't be evaluated based on individual kiosk responses. We're looking at patterns across many responses to understand how we can improve as a program. Your role is simple: if someone asks about the kiosk, let them know it's there. That's it."

Key Points to Emphasize

☐	You will NOT be individually scored, ranked, or disciplined based on this data
☐	You WILL see the aggregate results — there are no secrets
☐	Most anonymous feedback is balanced, not just negative
☐	This data helps secure the funding that supports your position
☐	Your only responsibility is to be available if a participant has a question
☐	If YOU have concerns about the system, leadership wants to hear them

Supervisors & Managers

Primary concerns: managing staff reactions, being blamed for low scores, handling difficult feedback conversations, added management burden.

Core Message

For Supervisors

"Your role is to set the tone for your team. If you treat this system as a threat, your team will too. If you treat it as a tool for learning, your team will follow. You're not responsible for the feedback itself — you're responsible for creating a culture where feedback is used constructively."

Key Points to Emphasize

☐	You are NOT being evaluated based on your site's feedback scores
☐	Low scores are signals to investigate, not evidence of failure
☐	Your team will take their cue from your reaction — model curiosity, not defensiveness
☐	You have talking points, objection scripts, and training materials to support you
☐	You have a direct channel to leadership if feedback raises systemic issues you can't solve alone
☐	Document 8 (Psychological Safety Checklist) will guide you through reviewing feedback with your team

Executive Leadership

Primary concerns: organizational risk, funder relations, legal liability, data misuse, PR.

Core Message

For Leadership

"Anonymous feedback data is one of the most powerful assets an organization can have for demonstrating accountability, securing funding, and driving genuine quality improvement. It also carries responsibility — the data must be used ethically, shared transparently, and never weaponized against staff or participants."

Key Points to Emphasize

☐	Feedback data strengthens grant applications and funder relationships with concrete evidence of participant voice
☐	Proactive feedback collection reduces legal and reputational risk by surfacing issues before they escalate
☐	Consistent, transparent use of feedback data builds organizational credibility with accreditors and oversight bodies
☐	The system includes safeguards: minimum sample sizes, anonymity protocols, and

	escalation procedures
☐	Leadership must model the culture they want — public curiosity about feedback, not defensiveness
☐	Sharing results openly (even imperfect ones) signals institutional maturity and integrity

Quick-Reference Messaging Matrix

TOPIC	FRONTLINE STAFF	SUPERVISORS	LEADERSHIP
Purpose	“Helps participants speak up”	“Helps your team get better”	“Helps the org prove impact”
Their fear	“Will I be punished?”	“Will I be blamed for low scores?”	“Will this create liability?”
Your answer	“No individual evaluation”	“Scores aren’t your grade”	“Proactive data reduces risk”
Their role	“Be available for questions”	“Model curiosity, not fear”	“Champion transparency”
Motivator	“Secures funding for your job”	“Empowers your team to lead”	“Differentiator for funders”

DOCUMENT 7

Training Agenda: 15-Minute Staff Onboarding

A complete facilitation plan for brief, high-impact staff onboarding sessions

📋 **INSTRUCTIONS:** *This agenda is designed for a single 15-minute session. It can be delivered during an existing staff meeting (no separate training event needed). The facilitator should be a manager or supervisor, not IT or external vendors — the message lands best from someone the team already trusts. Print the "What Feedback Is / Isn't" one-pager (Document 2) as a handout.*

Session Overview

DETAIL	VALUE
Duration	15 minutes (10 min presentation + 5 min Q&A)
Audience	All staff at feedback collection sites
Facilitator	Site manager or supervisor
Materials	Document 2 (printed), Document 4 (for Q&A prep)
Setting	Existing staff meeting, break room, or huddle
Goal	Staff can explain the system accurately and feel confident, not threatened

Detailed Agenda

TIME	TOPIC	DETAILS / FACILITATOR NOTES
0:00–1:00	**Welcome & Context**	Set the tone. "We're launching something new and I want you to hear about it from me first, not through the grapevine." Frame as informational, not mandatory.
1:00–3:00	**What It Is**	Explain the kiosk: anonymous, voluntary, touchscreen, 2 minutes, no names collected. Show the handout (Document 2). Pass copies around.
3:00–5:00	**What It Isn't**	Address the elephant in the room: "This is NOT a tool to evaluate you." Walk through the "Feedback Is/Isn't" table. Be direct and honest.
5:00–7:00	**How Data Is Used**	Walk through the 5-step data flow (collection → aggregation → review → action → communication). Emphasize: trends, not individuals.

7:00–8:00	**Your Role**	Simple and specific: (1) If asked, explain it's anonymous and takes 2 minutes. (2) Give people space at the kiosk. (3) Never ask what someone wrote.
8:00–9:00	**You'll See the Results**	Commit to sharing aggregate data regularly. "You'll see what participants are saying. No secrets." This is often the single most reassuring point.
9:00–10:00	**Your Voice Matters Too**	Let staff know their concerns about the system are welcome. Provide a clear channel: "If something feels off, come to me. My door is open."
10:00–15:00	**Q&A**	Open the floor. Use objection-handling scripts (Document 4) for tough questions. If you can't answer something, say "I'll find out and get back to you by [date]."

Facilitator Preparation Checklist

☐	Read through Manager Talking Points (Document 3) at least once before the session
☐	Review Objection-Handling Scripts (Document 4) and internalize the top 3 most likely concerns
☐	Print enough copies of Document 2 ("What Feedback Is / Isn't") for all attendees
☐	Confirm with leadership: Can you make the promise that feedback won't be used for individual evaluation? (If not, do NOT hold this training until that is resolved.)
☐	Practice the opening 2 sentences out loud so they sound natural, not rehearsed
☐	Prepare a 1-sentence personal endorsement: "I believe in this because [personal reason]."
☐	Have the contact name and email/phone for the designated anonymity point of contact ready
☐	Block 5 extra minutes after the session for hallway conversations (some concerns come out 1-on-1)

Post-Session Follow-Up

☐	Send a brief email recap within 24 hours summarizing key points (use Email B from Document 1)
☐	Follow up individually with anyone who seemed skeptical or had unresolved concerns
☐	Document any questions you couldn't answer and provide responses within 48 hours
☐	Confirm all staff have received the "What Feedback Is / Isn't" handout
☐	Note any new objections or concerns not covered in Document 4 and escalate to

	leadership

DOCUMENT 8

Psychological Safety Checklist for Managers

Ensuring managers review and discuss feedback without creating fear or defensiveness

📋 **INSTRUCTIONS:** *Use this checklist EVERY TIME you review feedback data with your team. The first few times are especially critical — your team is watching how you react to feedback to determine whether this system is truly safe. One defensive reaction can undo months of trust-building. If you feel defensive when reading feedback, process that feeling privately before sharing with your team.*

Before Sharing Feedback with Your Team

☐	I have read the feedback privately first and processed any emotional reaction
☐	I am NOT feeling defensive, angry, or personally attacked by the feedback
☐	If I am feeling defensive, I have talked through it with a peer or supervisor before presenting to my team
☐	I have identified at least one positive trend to lead with
☐	I have framed areas for improvement as organizational challenges, not individual failures
☐	I have prepared specific, constructive next steps for any concerning trends
☐	I have NOT identified or speculated about who might have written specific comments
☐	I will NOT read individual comments aloud in a way that invites guessing about the author

During the Feedback Discussion

☐	I lead with positive results before discussing areas for improvement
☐	I use “we” language consistently: “We can improve” not “You need to change”
☐	I frame challenges as puzzles to solve together, not problems caused by someone
☐	I do NOT single out any staff member in connection with any feedback theme
☐	I do NOT compare one staff member’s performance area to another’s
☐	I invite staff input on solutions: “What do you think would help here?”
☐	I thank the team for doing the work that generates positive feedback
☐	I acknowledge that negative feedback can be hard to hear but is valuable
☐	I do NOT dismiss or minimize critical feedback (“They don’t understand what we deal with”)

☐	I remind the team that trends across many responses matter more than any single comment

After Sharing Feedback

☐	I check in privately with any team member who seemed upset or withdrawn during the discussion
☐	I document specific action items with owners and timelines
☐	I follow up within 2 weeks to report on progress against action items
☐	I do NOT discuss individual staff members' reactions to the feedback session with other staff
☐	I continue modeling curiosity and openness about feedback in everyday interactions
☐	I note any team member concerns to address in the next session

Red Flags: Signs You May Be Undermining Psychological Safety

If you notice yourself doing any of the following, pause and recalibrate:

RED FLAG BEHAVIOR	WHAT TO DO INSTEAD
Reading a negative comment aloud and scanning the room for reactions	Summarize themes, never read individual comments in group settings
Saying "I wonder who wrote this" (even as a joke)	Never speculate about authorship, even privately with peers
Defending yourself or the organization against feedback	Say "That's worth thinking about" and move to solutions
Minimizing feedback: "They don't know the full picture"	Accept the participant's reality as valid from their perspective
Sharing feedback only when it's positive	Share both positive and critical results consistently
Using feedback in 1-on-1s to correct behavior	Use feedback in team settings only; use other tools for coaching
Showing visible frustration, sighing, or eye-rolling while reading results	Process emotions privately first; present with calm curiosity
Saying "We'll need to do better" without specifics	Always pair critique with a concrete, actionable next step

The 30-Second Self-Check

Before every feedback sharing session, ask yourself these three questions:

Pre-Session Gut Check

1. If I were a staff member hearing this for the first time, would I feel blamed or empowered?
2. Am I leading with curiosity (“What can we learn?”) or judgment (“Who’s responsible?”)?
3. Would I be comfortable if someone recorded this session and shared it with the team later?

DOCUMENT 9

Internal Success Story Template

A framework for capturing and sharing wins that reinforce positive adoption of feedback systems

📋 **INSTRUCTIONS:** *Success stories are the most powerful tool for sustaining adoption. When staff see concrete examples of feedback leading to positive change (not punishment), resistance melts. Aim to capture and share one success story per month during the first 6 months, then quarterly. These can be shared via email, posted in break rooms, or presented in staff meetings.*

Story Framework

Every success story follows this structure. Fill in each section to build a compelling narrative:

SECTION	PURPOSE	PROMPT	YOUR STORY
The Signal	What feedback revealed	What did participants tell us?	
The Context	Why this matters	Why is this important for the people we serve?	
The Action	What the team did	What specific steps did we take in response?	
The Result	What changed	What improved? Use data if available.	
The Credit	Who made it happen	Which team or department drove the change?	
The Takeaway	Reinforcing the system’s value	What does this prove about listening to feedback?	

Example Success Story

“They Asked for Later Breakfast. We Listened.”

THE SIGNAL: Across 3 months of feedback, 62% of participants at our downtown shelter rated food quality as “Good” or “Great” — but open-ended comments repeatedly mentioned that breakfast was served too early for people working night shifts.

THE CONTEXT: Many of our participants work evening and overnight shifts. A 6:00 AM breakfast meant they had to choose between sleep and eating. This wasn't visible to us because we were focused on food quality, not food timing.

THE ACTION: Our operations team adjusted breakfast service to include a grab-and-go option available until 9:00 AM. The total cost increase was less than $200/month.

THE RESULT: Food satisfaction scores increased 11 percentage points in the following quarter. Participants wrote: "Thank you for hearing us."

THE CREDIT: Kitchen staff and operations team made this happen within 2 weeks of the recommendation.

THE TAKEAWAY: A $200/month change meaningfully improved quality of life for dozens of people. We only knew to make it because participants told us anonymously what they couldn't say face-to-face.

Distribution Channels

CHANNEL	FORMAT & FREQUENCY
Staff email	Short narrative (like the example above) — Monthly for first 6 months, then quarterly
Break room poster	Printed one-pager with headline, key stat, and quote — Rotate monthly
Staff meeting	2-minute verbal share by the manager whose team drove the change — Monthly
Onboarding packet	Collect 3–5 best stories into a "Feedback in Action" document for new hires
Leadership presentation	Data-rich version with before/after charts — Quarterly board or funder reports

Story Capture Worksheet

Use this worksheet to capture stories as they happen, before details are forgotten:

DATE	FEEDBACK SIGNAL	ACTION TAKEN	RESULT / STATUS

DOCUMENT 10

Adoption Health Checklist

Early warning signs of staff resistance and what to do about them

📋 **INSTRUCTIONS:** *Review this checklist monthly for the first 6 months after launch, then quarterly. An honest self-assessment is critical — this only works if you're willing to acknowledge where adoption is struggling, not just where it's succeeding. If 3 or more items in any section score "At Risk" or "Unhealthy," escalate immediately to leadership.*

Staff Engagement Signals

✓	INDICATOR	STATUS
☐	Staff can accurately explain what the feedback system does when asked	Healthy / At Risk / Unhealthy
☐	Staff introduce the kiosk to participants naturally without prompting	Healthy / At Risk / Unhealthy
☐	Staff have stopped making negative jokes or dismissive comments about the kiosk	Healthy / At Risk / Unhealthy
☐	No staff have requested the kiosk be removed or relocated to a less visible spot	Healthy / At Risk / Unhealthy
☐	Staff voluntarily share feedback trends they've noticed with their managers	Healthy / At Risk / Unhealthy
☐	New hires are onboarded with the feedback system as a normal part of orientation	Healthy / At Risk / Unhealthy

Manager Behavior Signals

✓	INDICATOR	STATUS
☐	Managers share aggregate feedback results with their teams regularly (at least monthly)	Healthy / At Risk / Unhealthy
☐	Managers discuss feedback in team meetings with curiosity, not defensiveness	Healthy / At Risk / Unhealthy
☐	Managers have not used feedback data to single out or discipline individual staff	Healthy / At Risk / Unhealthy
☐	Managers follow up on staff concerns about the feedback system within 48 hours	Healthy / At Risk / Unhealthy
☐	Managers have personally endorsed the feedback system to their teams	Healthy / At Risk / Unhealthy
☐	At least one success story has been shared in the last 90 days (Document 9)	Healthy / At Risk / Unhealthy

Participant Trust Signals

✓	INDICATOR	STATUS
☐	Response volume is stable or increasing month over month	Healthy / At Risk / Unhealthy
☐	Open-ended responses are substantive (not just blank or one-word)	Healthy / At Risk / Unhealthy
☐	Critical feedback is present (absence of criticism may signal fear, not satisfaction)	Healthy / At Risk / Unhealthy
☐	Participants are not reporting staff pressure to give positive feedback	Healthy / At Risk / Unhealthy
☐	The kiosk is in its original, accessible location (has not been moved to a less visible spot)	Healthy / At Risk / Unhealthy
☐	Signage is intact and visible near the kiosk	Healthy / At Risk / Unhealthy

Organizational Commitment Signals

✓	INDICATOR	STATUS
☐	Leadership references feedback data in organizational decisions and communications	Healthy / At Risk / Unhealthy
☐	At least one concrete change has been made based on feedback in the last 90 days	Healthy / At Risk / Unhealthy
☐	Results have been shared with participants (“What We Heard” communication)	Healthy / At Risk / Unhealthy
☐	Budget allocation for the feedback system is stable (not on the chopping block)	Healthy / At Risk / Unhealthy
☐	The feedback system is mentioned in grant applications or funder communications	Healthy / At Risk / Unhealthy
☐	A designated person is responsible for ongoing feedback system management	Healthy / At Risk / Unhealthy

Early Warning Signs of Resistance

Watch for these specific behaviors that indicate adoption is at risk:

WARNING SIGN	WHAT IT MEANS	INTERVENTION
Staff discourage participants: “Don’t bother with that”	Active resistance — staff see the system as a threat	Individual conversation using Doc 4 objection scripts; escalate to leadership if persistent

Kiosk moved to a closet, corner, or unplugged	Passive resistance — someone is trying to reduce visibility	Investigate who moved it and why; restore placement; address underlying concern
Jokes: “The tattletale machine” or “Big Brother kiosk”	Cultural resistance — the narrative hasn’t shifted	Share success stories (Doc 9); re-run training; have leadership re-endorse
Staff asking participants what they wrote	Boundary violation — anonymity being undermined	Immediate corrective conversation; retrain on anonymity protocols
Managers only sharing positive feedback	Selective transparency — filtering data erodes trust	Coaching conversation with manager; reinforce commitment to honest sharing
Response volume dropping without explanation	Participants may be losing trust in the system	Investigate: check kiosk placement, hours, signage; administer trust pulse survey (Toolkit 1, Doc 10)
No action taken on feedback for 90+ days	Feedback fatigue — system becomes performative	Leadership commitment to act on at least one finding per quarter
New hires not aware the system exists	Onboarding gap — system is being forgotten	Add feedback system to onboarding checklist; assign training owner

Monthly Assessment Summary

SECTION	HEALTHY COUNT	AT RISK COUNT	UNHEALTHY COUNT
Staff Engagement (6 items)	__ / 6	__ / 6	__ / 6
Manager Behavior (6 items)	__ / 6	__ / 6	__ / 6
Participant Trust (6 items)	__ / 6	__ / 6	__ / 6
Organizational Commitment (6 items)	__ / 6	__ / 6	__ / 6
TOTAL (24 items)	__ / 24	__ / 24	__ / 24

Scoring: 20–24 Healthy = Strong adoption. 15–19 Healthy = Monitor closely. Below 15 Healthy = Intervention required.

Assessor: ______________________________ Date: ____________________

End of Toolkit

For implementation support, contact your Pulse For Good account manager or visit pulseforgood.com