

# 2026 PULSE CHECK QUICK GUIDE

## **1. IS THERE ANYTHING I NEED TO DO RIGHT NOW?**

If you haven't already done so, hold time in your calendar to complete the tasks laid out above. Managers, schedule the meetings with your direct reports to discuss their self-reflections, and with your MD/department director to ensure you are aligned on your direct reports' self-reflections.

## **2. WHO SHOULD I NOMINATE FOR FEEDBACK?**

You should nominate around 3-4 people across different levels who have seen your work up close. Program folks, don't forget Core Mission Support team members if you've worked closely with them, and Core Mission Support folks, include program team members too. In short, choose people who you think have good insight into the work you've done and who can help you identify how to grow professionally. Your manager will provide you with feedback when you go over your self-reflection, so you do not need to request feedback from them separately.

## **3. HOW MANY PEOPLE SHOULD PROVIDE FEEDBACK FOR EACH TEAM MEMBER?**

Managers should request feedback from around 2-3 people per team member. This can include people the team member suggested, but doesn't need to be limited to that group.

## **4. I RECEIVED SO MANY FEEDBACK REQUESTS AND DON'T HAVE THE BANDWIDTH TO WRITE THAT MANY. WHAT SHOULD I DO?**

We ask everyone to plan to respond to a max of 3 feedback requests. If you receive more than you can respond to, you can decline directly in Culture Amp. It will not look negatively upon you or the team member requesting it.

## **5. WILL MANAGERS WRITE FEEDBACK FOR THE PEOPLE THEY MANAGE?**

No, managers won't write feedback for the people they manage; instead managers and team members will meet to discuss the team member's self-reflection and align on target outcomes for the next four months. In that way, the self-reflection submitted should incorporate the manager's feedback.

## **6. WHAT ARE SOME BEST PRACTICES FOR PROVIDING FEEDBACK?**

In general, feedback is most effective when it's delivered as close to the activity being referenced as possible, and both positive and growth-oriented feedback are equally valuable. A good model to try to emulate is that of a coach for an elite athlete who believes in the athlete's abilities, consistently draws attention to the specific behaviors that are working well, and clearly identifies the concrete steps they could take to get even better. ([See this 8 minute video](#) from Adam Grant for more on this.) If you'd like help writing feedback, feel free to set up a 1:1 with me anytime.

## **7. WHAT ARE SOME BEST PRACTICES FOR DEVELOPING TARGET OUTCOMES?**

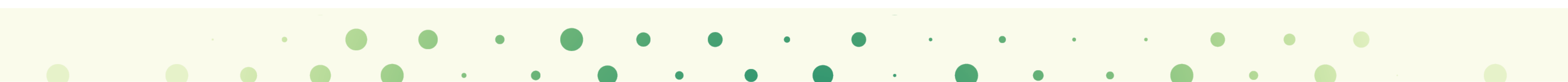
Sample target outcomes should be 1) specific about what you will do 2) measurable 3) ambitious but achievable 4) relevant to both your project/departmental needs and your position-level standards and 5) time bound to the next four months. Sample target outcomes for our most common program roles are included in the [Performance Management deck](#). Please discuss your draft target outcomes with your development manager (and your project manager, if that's a different person). And if you'd like further support, feel free to set up a 1:1 with me anytime.

## **8. HOW IS THIS PULSE CHECK DIFFERENT FROM A PERFORMANCE REVIEW?**

This Pulse Check aims to make space for team members to receive feedback and talk with their managers about target outcomes for the second half of the year. In January, we will hold performance reviews and, at that time, each team member's manager and Managing Director/departmental director will complete a performance assessment for the team member (assessing performance against position-level standards) and make a recommendation regarding any salary adjustments or promotions.

## **9. WHAT IF I'LL BE ON PTO AND CAN'T MEET ONE OR MORE OF THESE DEADLINES?**

That's OK. Culture Amp will let you complete these steps later than our dates listed, so just work with your manager on a personal timeline and - if you'll be requesting teammates complete feedback for you on new dates - give them a heads up.



# 2026 PULSE CHECK

## TIMELINE

START DATE	DUE DATE	ACTION ITEM	TIME TO COMPLETE
June 15th	June 19th	Team members will nominate 3-4 peers they would like feedback from (Culture Amp will send you a prompt).	5-10 minutes
June 22nd	June 24th	Managers will review the nominations and request feedback on behalf of everyone they manage through Culture Amp.	5 minutes
June 25th	July 8th	Team members will complete feedback requests in Culture Amp.	20-30 minutes per request
July 9th	July 17th	Team members will read feedback they receive and complete their self-reflection through Culture Amp.	15 minutes
July 20th	July 31st	Team members will discuss their self-reflection and feedback received with their manager and align on priorities for the remainder of the year.	45 minutes to complete a first draft of the reflection, 1 hour to discuss and align on priorities with your manager
August 3rd	August 14th	Managers will discuss and approve team members' self-reflections with MDs/department leads.	15 minutes for manager/director to discuss
August 17th	August 21st	Once self-reflections are approved by Managing Directors or department leaders, team members will submit the final version through Culture Amp.	1 minute for team member to submit