CITY OF **MADISON**

Giving and Receiving Effective Feedback: Foundations

Updated 5/23/24

Feedback conversations are an important aspect of values-based leadership, as they directly support and reflect our core principles of **reflection**, **balance & perspective**, **true self-confidence**, and **genuine humility**. Feedback is an essential part of everyone's experience at #TeamCity and serves as a robust tool for:

1. Strengthening communication
2. Building trusting relationships
3. Creating a healthy culture
4. Increasing engagement and collaboration
5. Helping us learn, grow, and develop

Why Feedback Matters

(How to Give Feedback Effectively and Respectfully – Verywell Mind)

Feedback is an important tool for both **personal** and **professional development**.

Honest, timely, and well-delivered feedback can be an essential communication tool that helps everyone in #TeamCity grow and learn more about us and others.

Practicing feedback skills—such as being; **specific, action-focused, and balanced** can help ensure people welcome what you have to say.

Laws of Effective Feedback

(Receiving and Giving Effective Feedback – University of Waterloo)

There has been a great deal of research on behavior change and the effect of feedback. To summarize this research, the following "laws" of feedback will increase its effectiveness:
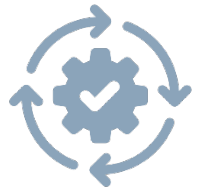
☐ **Immediacy** – Seek an **appropriate time** to communicate your feedback.

☐ **Frequency** – Feedback should be a **continuous process**, not a one-time event. After offering feedback, **make a conscious effort to follow up**.

☐ **Point to Positive Behavior** – Provide the recipient with **balanced feedback** regarding their strengths and their opportunities for growth.

☐ **Own It!** – When offering evaluative comments, use the pronoun **"I" rather than "they" or "one,"** which would imply that your opinion is universally agreed on.

☐ **Listen with Empathy** – Hear the person out, and **listen to what they are really saying**, not what you assume they will say.
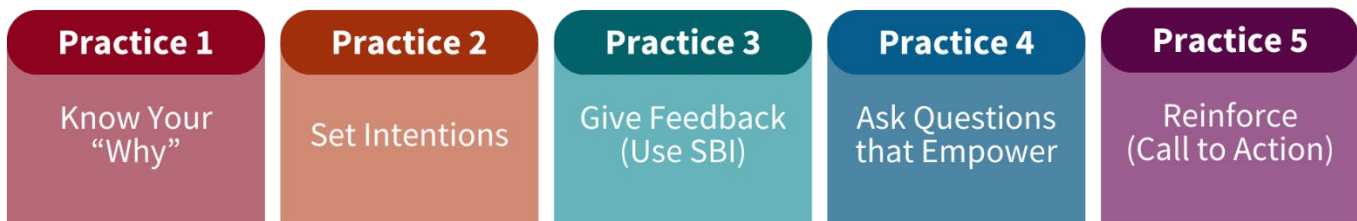
5 Practices of Feedback

(Give Continuous Feedback, But Not a Constant Performance Review – Medium.com)

Once you know the **Laws of Effective Feedback** you need to know how to put it in practice. **The 5 Practices of Feedback** gives a structure to your feedback that is centered around the **Situation-Behavior-Impact (SBI) Model**.

The SBI Model is used to address both strengths and weaknesses in a **clear, specific, professional, and caring way.**

Practice 1	Practice 2	Practice 3	Practice 4	Practice 5
Know Your "Why"	Set Intentions	Give Feedback (Use SBI)	Ask Questions that Empower	Reinforce (Call to Action)

Practice One: Know Your "Why"

☐ **Recognize** and **articulate the problem and/or the opportunity**.

Practice Two: Set Intentions

☐ Intentions are about your purpose. They are always positive. **Consider what you want** or **need.**

Practice Three: Give Feedback: Use The SBI™ Model

(The Situation-Behavior-Impact Feedback Tool – Mind Tools)

☐ Capture and clarify the **Situation.**
☐ Describe the specific **Behaviors** observed.
☐ Explain the **Impact** that the person's behavior had on you.

Situation	Describe the situation. Be specific about when and where it occured.
Behavior	Describe the observable behavior. Don't assume you know what the other person was asking.
Impact	Describe what you thought or felt in reaction to the behavior.

Practice Four: Ask Empowering Questions

(Technical Assistance Guide on Re-Interviewing – US Department of Education)

Empowering questions open the door to a productive two-way conversation and helps reinforce and gain understanding of the feedback.

☐ Ask questions that are **open ended** and **avoid leading questions**.

Practice Five: Reinforce/Call to Action

☐ Consider in advance **how you will ensure and/or encourage behavior change** (accountability) for the integration of the feedback.

Want to Learn More About Feedback?

This is the **first resource out of three** that can help you on your feedback growth journey.
Continue scrolling to learn about tips, common pitfalls, and receiving feedback.