



## Session Objectives:

1. Learn to give feedback effectively
2. Understand the SBI™ model and how to use it
3. Practice a feedback conversation

## Your Objectives:

### Are you ready to give feedback?

I know that I'm ready to give feedback when ...

- I'm ready to sit next to you rather than across from you.
- I'm willing to put the problem in front of us rather than between us (or sliding it toward you).
- I'm ready to listen, ask questions, and accept that I may not fully understand the issue.
- I'm ready to acknowledge what you do well instead of picking apart your mistakes.
- I recognize your strengths and how you can use them to address your challenges.
- I can hold you accountable without shaming or blaming.
- I am open to owning my part.
- I can genuinely thank someone for their efforts rather than criticize them for their failings.
- I can talk about how resolving these challenges will lead to growth and opportunity.
- I can model the vulnerability and openness that I expect to see from you.
- I am aware of power dynamics, implicit bias, and stereotypes.

From Dare to Lead, by Brene Brown



Place a check mark in one or two areas you could strengthen.





## Laws of Effective Feedback

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
- ⇒ Frequency
- ⇒ Point to Positive Behavior
- ⇒ Own It!
- ⇒ Listen with Empathy
- ⇒ Praise in Public, Correct in Private



From the Course:  
*Straight-Talk, Giving and Receiving Feedback*, by Lawrence M. Miller

Which do you consistently follow, and where could you improve?

## 5 Practices for Feedback





## Practice #1: Know Your “Why”

Recognize and be able to articulate the problem and/or the opportunity:

- Process or procedures
- Practices
- Quality standards
- Technology or technical skills
- Behaviors
- Other:



What is your why, i.e., what is the nature of the performance feedback you need to give? Is it a positive, a problem, an opportunity or several.

**Write on Page 6.**

## Practice #2: Set Intentions

Intentions are about your purpose. They are always positive. Consider what you want for:

- The other person
- For your partnership
- For the team

## Examples: Door Openers = Mindset/Conversation Starters

- I want you to succeed in your role and I want to offer you some insights I have...
- My intentions are to share some ideas that I think will help our working relationship...
- My goal is to support you in becoming more effective in xyz...
- I want our relationship to be strong, and I want to talk about something that’s been bothering me...



How will you start the conversation? **Develop your intentions on Page 6.**



### Practice #3: Give Feedback: The SBI™ Model

**Situation:** Describe the specific situation or context in which the observed behavior occurred. Share the when and where.

**Behavior:** Clearly articulate the behavior(s) you observed. Stick to observable actions. Avoid:

- ⇒ Judgments
- ⇒ Assumptions
- ⇒ Interpretations
- ⇒ Relying on heresay

**Impact:** Explain the impact of the behavior on you, the team, the “customer” or the project. Emphasize the consequences of the behavior rather than offering personal opinions.

**NOTE:** You can also use the SBII™ model, which includes Intention.

**Intention:** Ask questions about the individual’s intentions. This helps to examine and/or discuss the difference between the intention and the impact. It allows an opportunity to consider the situation at a deeper level.

The SBI™ model was developed by the Center for Creative Leadership.



Describe the **Situation, Behavior and Impact (Intention) on Page 6.**

### Practice #4: Ask Empowering Questions

- Open ended
- \_\_\_\_\_
- Inspire \_\_\_\_\_ and \_\_\_\_\_
- Stretch one’s perspectives
- Not \_\_\_\_\_





### *Activity: Asking Empowering Questions*

**Instructions:** Identify why each question is not as effective as it could be. Then craft a more effective question.

1. How effective do you think your communication skills are?
2. You're missing a lot of deadlines lately, what can you do to be more reliable?
3. What can you do to be a better team player?
4. Do you want some advice on how to prioritize your workload?
5. Don't you think you should have practiced that presentation?



What questions would you like to ask, **develop 2-3 on Pages 6 & 7.**

### **Practice #5: Reinforce/Call to Action**


The final practice is challenging to “prepare” for, since it will be a summary of the discussion. Consider in advance how you will ensure and/or encourage behavior change (accountability) for the integration of the feedback. This is the goal of practice #5.

**Write any notes on Page 7.**





## Feedback Planner

Who do you want to provide feedback to?		
1	<p>What is the nature of the feedback?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Positive</li> <li><input type="checkbox"/> Problem</li> <li><input type="checkbox"/> Opportunity</li> <li><input type="checkbox"/> Both</li> </ul>	
2	<p>What is your intention in providing feedback?</p>	
3	<p>What was the <b>Situation</b> (i.e., where and when did this take place)?</p>	
	<p>What were the <b>Behaviors</b> you observed?</p> <p>Address actions and behaviors, not personal characteristics.</p>	
	<p>What was the <b>Impact</b>?</p> <p>Describe the effect on the:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Individual</li> <li><input type="checkbox"/> Team</li> <li><input type="checkbox"/> Project</li> <li><input type="checkbox"/> "Customer"</li> <li><input type="checkbox"/> Other</li> </ul>	
	<p>If appropriate: Inquire about <b>Intention</b>.</p> <p>What was the individual hoping to accomplish?</p> <p>Or ask empowering questions.</p> 	





4	<p>Ask <b>empowering</b> questions for the individual to:</p> <ul style="list-style-type: none"> <li>• Identify root cause</li> <li>• Understand the reason for change</li> <li>• Envision the desired state</li> <li>• Explore actions for change</li> </ul>	
<p>What ideas do you have to improve the situation (provide these <b>only</b> after you've solicited their ideas)?</p>		
5	<p>How will you reinforce the discussion? What is the Call to Action? When will you follow up?</p>	



My **Action Plan** to strengthen my ability to give feedback effectively is:

- 1.
- 2.

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