

### **Session Objectives:**

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



### 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.

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sham	ing (	or bla	aming	g.				

- ☐ 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 <u>Dare to Lead</u>, 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



Where could you improve?

#### **5 Practices for Feedback**











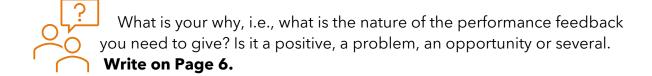




# Practice #1: Know Your "Why"

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

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



#### **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** 





### 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 and facts (i.e., things you can hear or see). Avoid:

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

**Impact**: Explain the impact of the behavior on the individual, the team, the "customer" and/or the project. Emphasize the consequences of the behavior rather than offering personal opinions.

~ 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			

Questions can be focused on 4 key areas:

- Identification of the root cause
- Help the individual understand the reason(s) for change
- Assist them in envisioning the desired state
- Explore actions for change





# **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

Wh	o do you want to provide feedba	k to?	
2	What is the nature of the feedback?  □ Positive □ Problem □ Opportunity □ Problem/Opportunity What is your intention in		
	providing feedback?		
3	What was the <b>Situation</b> (i.e., where and when did this take place)?		
	What were the <b>Behaviors</b> you observed?  Address actions and behaviors, not personal characteristics.		
	What was the <b>Impact</b> ?  Describe the effect on the:  Individual Team Project "Customer" Other		
4	Ask <b>empowering</b> questions for the individual to:  • Identify root cause  • Understand the reason fo change		NTIO

# Giving & Receiving Feedback, Part 2



- Envision the desired state
- Explore actions for change

What ideas do you have to improve the situation (provide these **only** after you've solicited their ideas)?

How will you reinforce the discussion? What is the Call to Action? When will you follow up?



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

1.

2.

For ongoing ideas, tips and techniques, plus positive energy monthly—subscribe to our newsletter or podcast.....The Intentional Leaders Podcast with Cyndi Wentland. Let's Connect! (scan with your mobile phone)



