



Session Objectives:

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



Your Objective(s):

Are you ready to give feedback?

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

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

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:



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

- ⇒ Judgments
- ⇒ Assumptions
- ⇒ Interpretations
- ⇒ Relying on hearsay

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

| | | |
|---|--|--|
| Who do you want to provide feedback to? | | |
| 1 | <p>What is the nature of the feedback?</p> <p> <input type="checkbox"/> Positive <input type="checkbox"/> Problem <input type="checkbox"/> Opportunity <input type="checkbox"/> Problem/Opportunity </p> | |
| 2 | <p>What is your intention in providing feedback?</p> | |
| 3 | <p>What was the Situation (i.e., where and when did this take place)?</p> | |
| | <p>What were the Behaviors you observed?</p> <p>Address actions and behaviors, not personal characteristics.</p> | |
| | <p>What was the Impact?</p> <p>Describe the effect on the:</p> <p> <input type="checkbox"/> Individual <input type="checkbox"/> Team <input type="checkbox"/> Project <input type="checkbox"/> "Customer" <input type="checkbox"/> Other </p> | |
| 4 | <p>Ask empowering questions for the individual to:</p> <ul style="list-style-type: none"> Identify root cause Understand the reason for change | |



Giving & Receiving Feedback, Part 2



| | | |
|---|--|--|
| | <ul style="list-style-type: none"> • Envision the desired state • Explore actions for change | |
| | <p>What ideas do you have to improve the situation (provide these only 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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