

# Feedback That Works

# What Is Feedback?

**Information you receive in response to actions you have taken or behaviors you have shown others.**



# Why Give Feedback?



# Why Give Feedback

To motivate someone to:

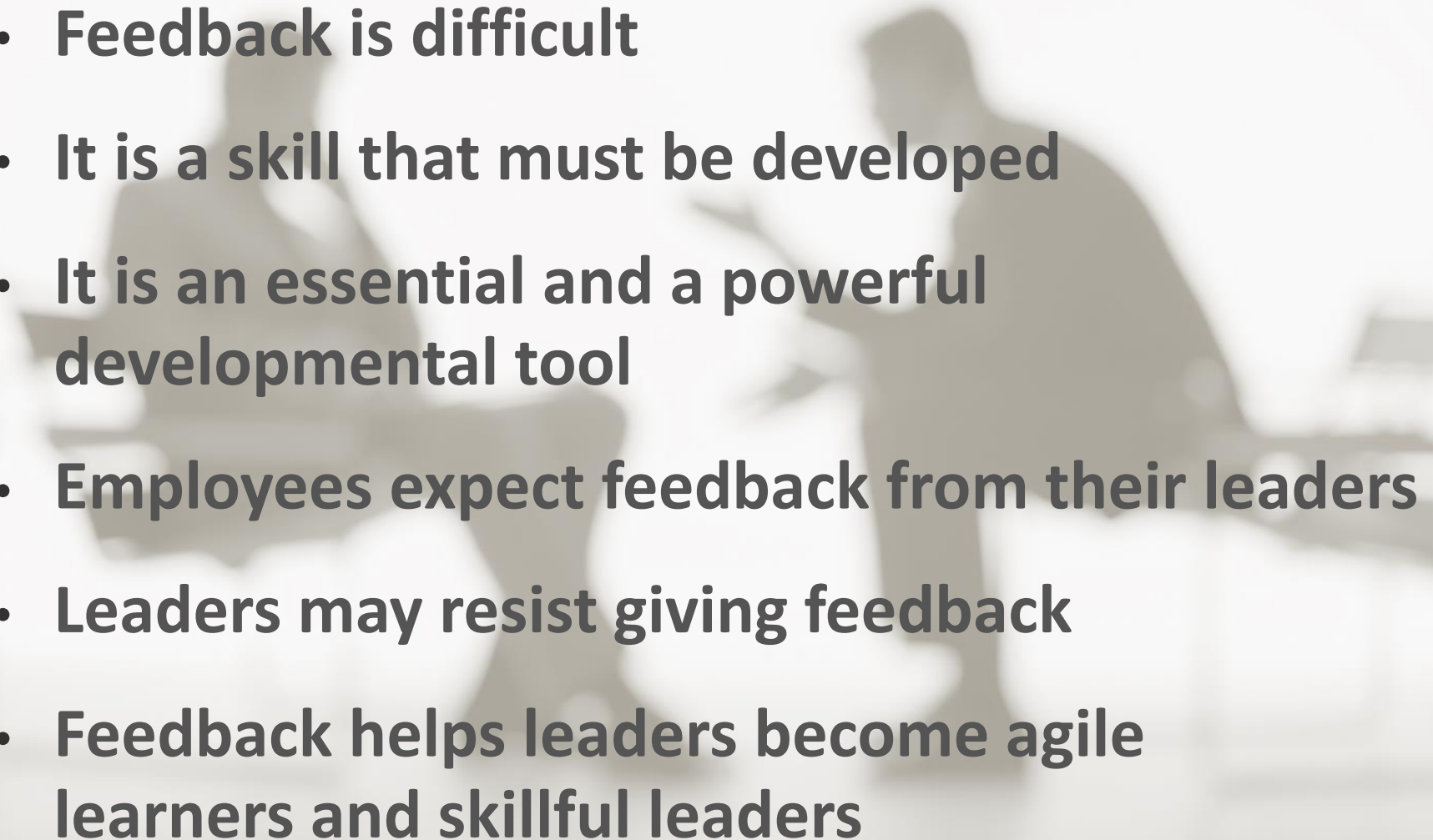
**Continue** a behavior that increases their impact and effectiveness

**Stop** using a behavior that reduces their impact and effectiveness

**Begin or modify** a behavior that increases their impact and effectiveness



# Things We Know About Feedback

- Feedback is difficult
  - It is a skill that must be developed
  - It is an essential and a powerful developmental tool
  - Employees expect feedback from their leaders
  - Leaders may resist giving feedback
  - Feedback helps leaders become agile learners and skillful leaders
- 
- A blurred background image showing two people in a meeting. One person is standing and gesturing with their hand, while the other is seated and looking towards the standing person. The image is out of focus, emphasizing the text in the foreground.

# Effective Feedback

- **Makes information useful to others**
- **Allows you to replicate and improve performance**
- **Is developmental in nature**
- **Is direct**
- **Is Behaviorally anchored**
- **Is non-evaluative**





# How To Give Effective Feedback: *The SBI Model*

- ***Situation***
- ***Behavior***
- ***Impact***





# The SBI Feedback Model

- **Situation** is:
  - ✓ The specific event or circumstance
- **Behavior** is:
  - ✓ Observable actions
  - ✓ Verbal comments
  - ✓ Nonverbal behaviors and signals
  - ✓ Mannerisms
- **Impact** is:
  - ✓ What I (or others) think, feel, or do as a result
  - ✓ I felt ... I thought ...
  - ✓ It is not an interpretation or judgment on motivation or intent

# Situation

- Anchors feedback in
- time and place
- Helps person to whom the feedback is being given understand the context

***Example: “When you presented our team’s analysis and recommendations to the senior management team last Thursday, ...”***



# Behavior

- Allows person receiving feedback to know specifically how they behaved
- Behaviors are things that can be recorded — visually or aurally

*Example: “... **You** spoke clearly and concisely. You provided details when making your point and you answered questions directly ...”*

# Impact

- **Thoughts, feelings, and actions we take as a result of people's Behaviors**
  - ✓ Emotionally
  - ✓ On the task
  - ✓ On the group

***Example: "... Consequently, the Director approved the plan and gave it full funding. I was proud of you."***

# Pop Quiz – Identify the Behavior

- ☐ *Overconfident*
- ☐ *Very aggressive*
- ☐ *Needs to be less tactical and more strategic*
- ☐ *Arrogant*
- ☐ *Analytical; extremely logical in his/her approach*
- ☐ *Good team player who cares about the people in his/her department*
- ☐ *Extremely productive*
- ☐ *Excellent all-around manager*
- ☐ *Decisive*

# Behavioral Feedback Form

Example	Situation	Behavior	Impact
1	In the board meeting, you shared the good news that the marketing department had secured a major new contract.	You called the team to the front of the room and led the meeting in praising them and applauding their success.	I felt engaged and energized by what you did.
2	In the afternoon, you called me and instructed me to come to your office immediately	You spoke in a loud direct voice	I felt like I had done something wrong and was about to be criticized.
3	When we talked about your divisional strategy document.	You asked for my input and changed your mind as a result of my suggestion.	I felt included, encouraged, enabled and free to speak my mind. The impact on the organization was that we developed a joint strategy that was widely supported and accepted.

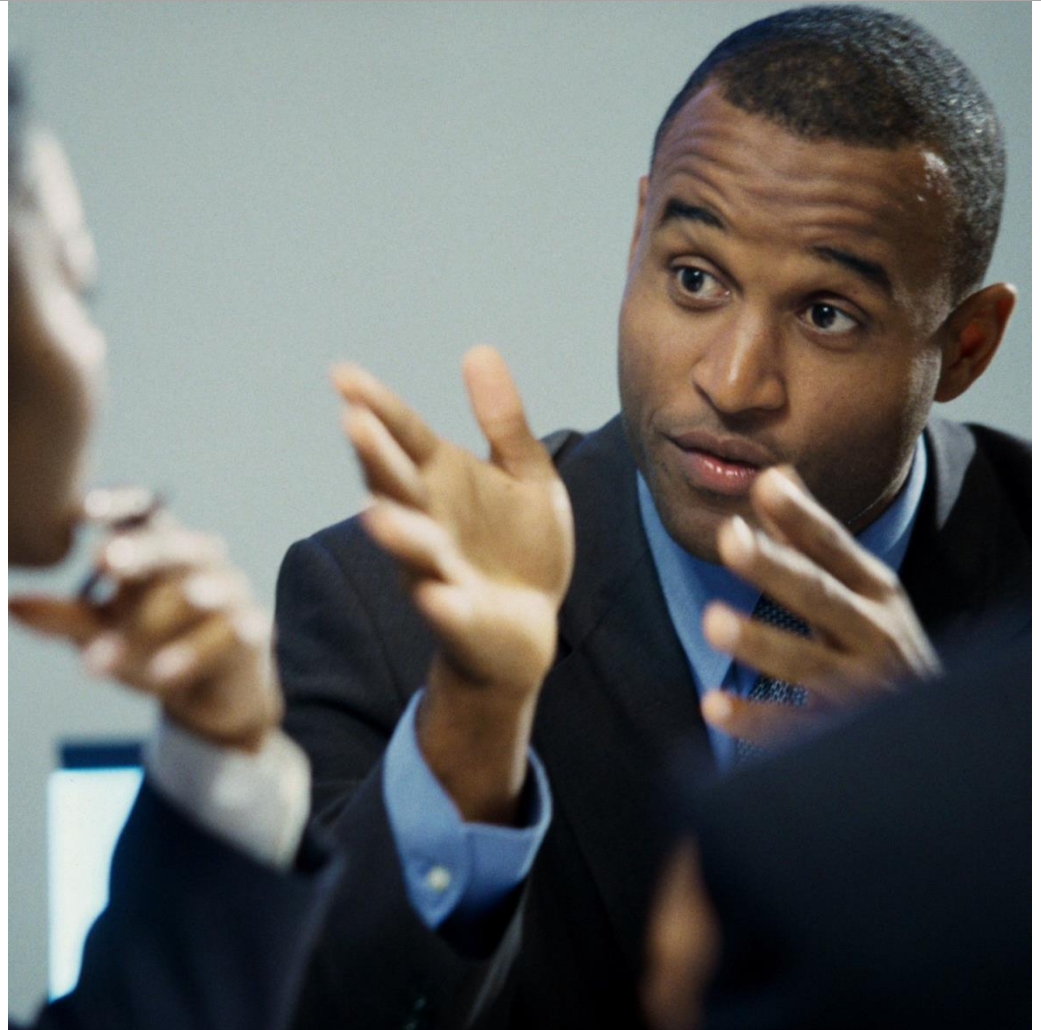
# Suggestions for *Gathering* Feedback

- Collect *at least* two observations per person
- Notice behaviors from class and social settings
- Record observations as soon as possible
- Look for the positive
- Look for the developmental
- Stick to SBI Model



# SBI Practice

- ***Situation***
- ***Behavior***
- ***Impact***



# When Giving Feedback

- Be as specific as possible
- Focus on the changeable
- Speak for yourself
- Speak directly to the person; look at them
- Provide balanced feedback
- Don't explain away
- Be honest; be kind
- Avoid prescriptions and “shoulds” or “musts”
- Use the Situation-Behavior-Impact (SBI) model

# When Receiving Feedback

- Look at the person giving you feedback.
- Listen for **themes and patterns**.
- You do not have to agree with the feedback , just understand what is being said. Remember, people are sharing their perceptions and are trying to do their best.
- Do not defend, justify, or explain away. **Listen!!**
- The person receiving the feedback can only ask questions of clarification when receiving the feedback. This is not a time for debate.
- Feedback is a **gift** so after you have received it say: Thank you!

# Peer Feedback Groups

## Group A

**A Aanbarasu  
Barun Kumar Sahu  
Nand Kumar  
Monika Verma  
Rajesh Arya**

## Group B

**Jayanthi Sriram  
Sudhir Rajpal  
Ram Kumar Kakani  
Nishant Warwade  
A A A Faizi**

## Group C

**Sanjeev Chopra  
Vijoy Kumar Singh  
Vineeta Vaid Singal  
Nidhi Sharma**

## Group D

**APM Mohammed  
Hanish  
G C Reddy  
Sarita Mishra Kolhe  
S Geroge Thekkedan  
Prem Singh**

## Group E

**Nikhil Gupta  
S S Srinivas  
Ranjana Chopra  
Jayesh Ranjan  
Radhika Jha**

## Group F

**Seema Jain  
Ratnesh Singh  
Bipul Pathak  
Sanjay Bahadur  
K S Srinivas**

