



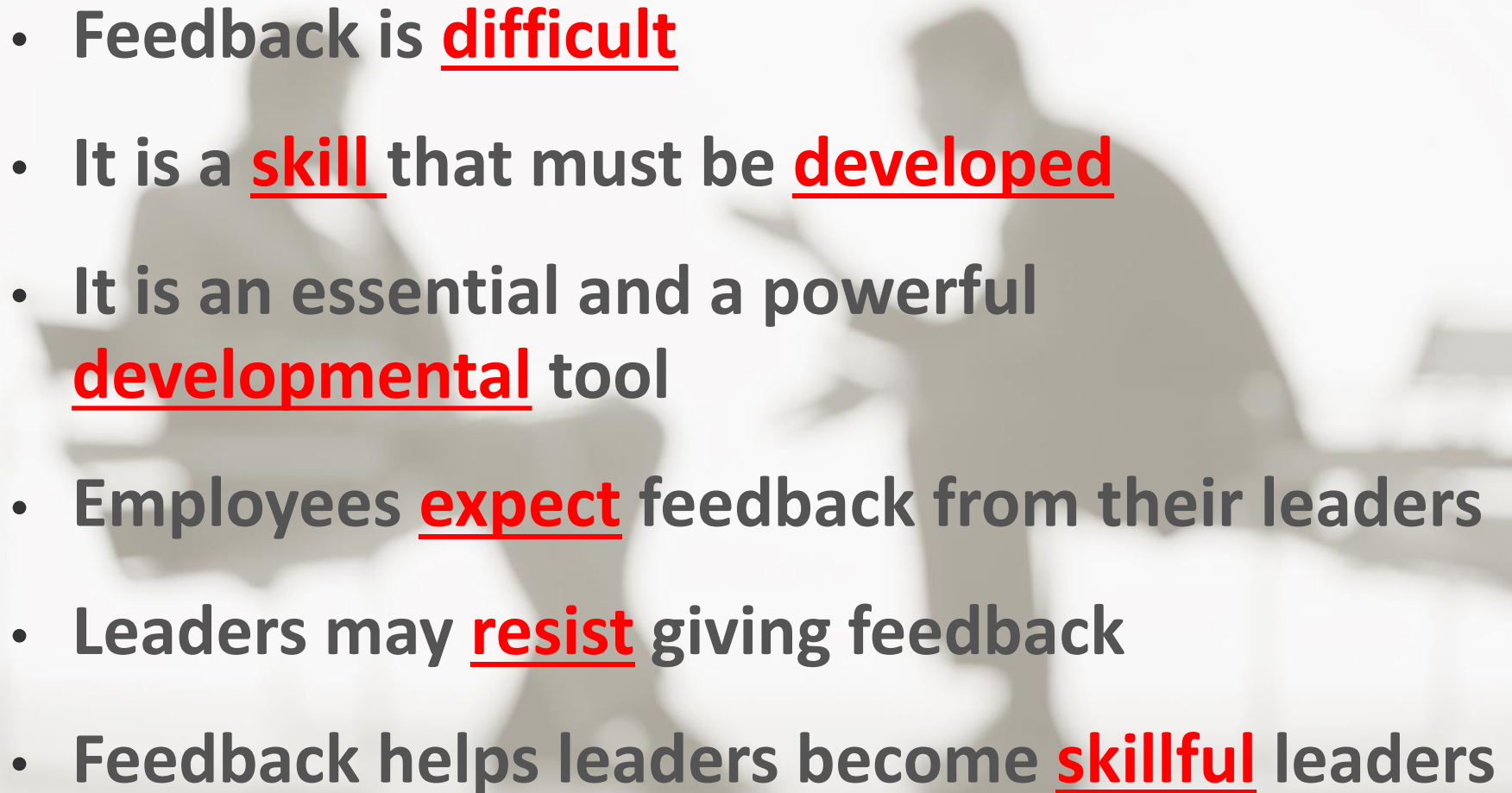
# Feedback That Works

# What Is Feedback?

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



# 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 skillful leaders
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- A blurred background image showing two people in a meeting. One person is standing and gesturing, while the other is seated at a table with a laptop. The image is faded and serves as a backdrop for the text.

# Why Give Feedback?



# Effective Feedback

- Allows receiver to improve performance as its developmental in nature
- Is direct
- Is behaviorally anchored
- Is non-evaluative / non-judgmental



# 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
- 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