How to Give and Receive Feedback: A Proven Model That Works

Presented by: Development By Design, LLC
Introduction

Goal:
• To learn how to deliver and receive developmental feedback.

Outcomes:
• Better understand the need for providing feedback in the workplace
• Be introduced to a model of giving effective feedback – Situation – Behavior – Impact (SBI)
• Learn common mistakes in delivering feedback
• Create an action plan for more effectively delivering feedback in the workplace
Today’s Agenda

• What is effective feedback?
• How to deliver and receive effective feedback (SBI)
• Common mistakes when providing feedback
• Taking SBI back to your workplace
Why Give Feedback?

To influence someone to:

• Do more of something
• Do less of something
• Start doing something
What is Effective Feedback?

• Information you receive in response to actions or behaviors you have taken or have demonstrated to others
Effective Feedback

• Makes information useful to others
• Allows you to replicate and improve performance
• Is developmental in nature
• Is direct
• Is behaviorally anchored
• Is nonevaluative
Giving Feedback is a Complex Process
How to Give Effective Feedback

Situation – Behavior – Impact
SBI is a Tool

You already know how to:
• Tell people what they did well
• Tell people what they did wrong
• Tell people what to do or stop doing

SBI is another option that:
• Expands the person’s self-awareness
• Is less likely to trigger defensiveness
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 think, feel, or do as a result
- I saw ... I heard ... 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 March sales figures to the senior management team last Thursday, ...”
Situation

• “Yesterday morning, while we were inspecting the plant...”
• “Last Monday, after lunch, while we were walking with Cindy to the meeting...”
• “Today, first thing this morning, when you and I were talking at the coffee machine...”
• “This past Friday night, at the cocktail party for the new cocktail manager, when Karl was explaining his new job description...”
Situation Video Clip
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 ...”
Behavior

• “He was rude during the meeting.”
• “She was engaged during the small-group discussion.”
• “She seemed bored at her team’s presentation.”
• “He seemed pleased with the report his employees presented.”

Are these behaviors?
Behavior

• “He spoke at the same time another person was speaking.” (rude)
• “She leaned forward in her chair, wrote notes after other people spoke, and then related her thoughts to the group, repeating some of the things that other people said.” (engaged)
• “She yawned, rolled her eyes, and looked out the window.” (bored)
• “He smiled and nodded his head.” (pleased)
Behavior Video Clip
Impact

• Thoughts, feelings, and actions we take as a result of people’s behaviors
  ▫ Emotionally
  ▫ On the task
  ▫ On the group

Example: “... Consequently, the CEO approved the plan and gave it full funding. I was proud of you.”
Impact Words

SBI Positive Impact Words
• Affectionate
• Calm
• Comforted
• Engaged
• Helpful
• Peaceful
• Rewarded
• Welcome

SBI Negative Impact Words
• Agitated
• Confused
• Exasperated
• Judged
• Persecuted
• Rushed
• Startled
• Troubled
Impact Video Clip
SBI Example 1

**Situation**
- In the lobby before class started
- on Monday morning,

**Behavior**
- you smiled, introduced yourself,
- and offered to shake hands.

**Impact**
- I felt glad to make contact with someone among strangers.
SBI Example 2

**Situation**
- During the team meeting,

**Behavior**
- you described the restructuring plan and identified the drivers for this initiative.

**Impact**
- I was relieved to find out what was really going on instead of all the rumors.
Behavior

Generalizing or Classifying
• You were friendly.
• You were candid and self-disclosing.
• You were intimidating and bossy.

Evaluating or Judging
• Your warmth was good for us.
• You were more open than anyone else.
• You were too controlling.
Impact

Avoid Describing the Behaving Person

• I felt as if you cared about us.
• I felt that you could relate to what I was going through.
• I felt that you had to have your own way.
10 Common Mistakes

1. The feedback judges individuals, not actions.
2. The feedback is too vague.
3. The feedback speaks for others.
4. Negative feedback gets sandwiched between positive messages.
5. The feedback is exaggerated with generalities.
6. The feedback analyzes the motives behind behavior.
7. The feedback goes on too long.
8. The feedback contains an implied threat.
9. The feedback uses inappropriate humor.
10. The feedback is a question, not a statement.
Vague Video Clip
Speak for Others Video Clip
Sandwich Video Clip
Tips for Giving Feedback

- Use SBI only: Observable, Specific, Nonjudgmental (honest yet kind)
- Confidentiality
- Strengths and Developmental Areas
- Speak directly to the person
- “I observed” or “It was observed”
Tips for Receiving Feedback

• Feedback is a gift
• Listen, Listen, Listen
  » Understanding does not equal agreement
  » You decide what to do with it later
• Ask questions to gain greater understanding
• Don’t defend, explain, or justify
• Say “Thank you!”
Action Plan

- Share the SBI model with your team and what you’ve learned regarding effective feedback.
- Set up a meeting of the team within two to three weeks.
- Ensure that you have enough time to discuss the concept and allow for practice.
- Allow the team to determine how they will use feedback skills and incorporate into the team’s norms.
- Share SBI tools and resources.
Thank you!

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