Structured Feedback
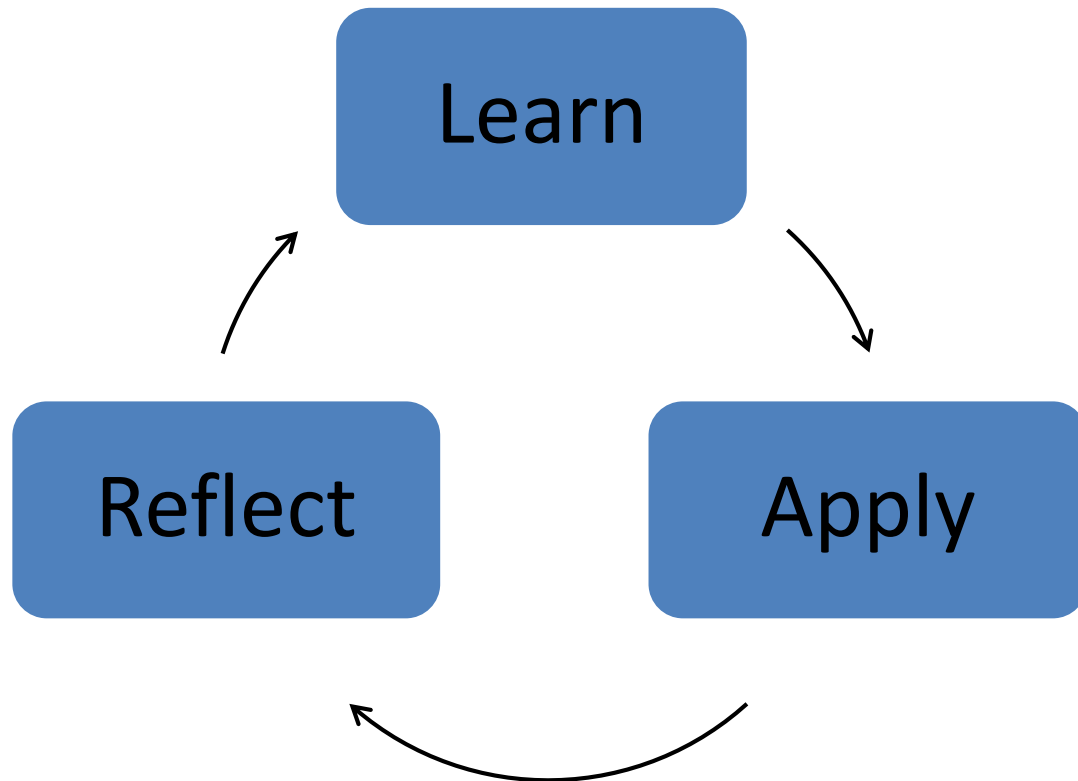
JANUARY 17, 2019 ALBUQUERQUE QUALITY NETWORK

AGENDA

- Feedback discussion
- Definitions
- Situation – Behavior – Impact Model
- Exercise
- Debrief
- Video
- Wrap up

ADULT LEARNING MODEL

FEEDBACK DISCUSSION

- Who has provided feedback in the past 3 months?

- What was the topic or situation?

- Positive or constructive feedback?

- How did the feedback discussion go?

- Were you comfortable or confident delivering the feedback?

- What made it easy or hard?

- Did the outcomes achieve your intended goals?

- Other comments?

Talk to us.

STRUCTURED FEEDBACK THAT WORKS[1]

SITUATION – BEHAVIOR – IMPACT

(SBI)

1. **Center for Creative Leadership**
   www.ccl.org/

WHAT IS FEEDBACK?

Information you receive in response to actions or <u>behaviors</u> you have taken or have shown others.

WHAT MAKES FEEDBACK EFFECTIVE?

- Makes information useful to others
- Allows you to replicate and improve performance
- Is developmental in nature
- Is direct
- Is <u>behaviorally</u> anchored
- Is non-evaluative

WHAT IS A BEHAVIOR?

A behavior <u>must</u> satisfy one of the two below criteria:

1. Can you see it?

2. Can you hear it?

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
- Extremely productive
- Excellent all around manager
- Decisive

QUIZ: IDENTIFY THE BEHAVIOR

There are no behaviors on this list!

- Overconfident
- Very aggressive
- Needs to be less tactical and more strategic
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- Extremely productive
- Excellent all around manager
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Remember Test for Behaviors:
1) Can you see it?
2) Can you hear it?

Talk to us.

GIVING EFFECTIVE FEEDBACK: S-B-I MODEL

- Inform person that you are going to provide feedback
- Define the <u>Situation</u>
- Identify the <u>Behavior</u>
- Describe the personal <u>Impact</u>

SITUATION

Why Situation?

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

Example:

"When you were discussing the metric board at this morning's team huddle…"

BEHAVIOR

Why Behavior?

- Allows person receiving feedback to know specifically how they behaved
- Behaviors are things that can be recorded either:
    - Visually (see it)
    - Aurally (hear it)

Example:

"You spoke clearly and concisely. You gave enough detail to make your point and you answered the question directly…"

Talk to us.

IMPACT

Why Impact?

- Thoughts, feelings, and actions we take as a result of people's behaviors
- Always a personal impact (how it impacts me)

Example:

"Consequently, the team agreed with your analysis and decided to implement your suggestion. I was very happy and proud of your leadership development."

HOW TO GIVE FEEDBACK

- Report on the specific, observable behavior
- Give examples
- Talk about issues over which the individual has some control
- Communicate acceptance of the person receiving feedback
- Identify opinions, perceptions, and reactions as different from facts
- Avoid "loaded" terms and interpretations
- Share ideas

10 COMMON FEEDBACK MISTAKES

Video: 10 Common Mistakes to Giving Feedback

The feedback:
1. Judges individuals, not actions
2. Is too vague
3. Speaks for others
4. Is a negative message sandwiched between positive ones
5. Is exaggerated with generalities
6. Is a psychoanalysis of the motives behind the behavior
7. Contains an implied threat
8. Goes on for too long
9. Uses inappropriate humor
10. Is a question, not a statement

Content from the Center for Creative Leadership

https://www.youtube.com/watch?v=Fovrb4Y6OTI

HOW TO RECEIVE FEEDBACK

- Listen carefully
- Ask questions for clarification
- Paraphrase what you hear to check your perceptions
- Make mental note of questions or disagreements
- If necessary, at a later time gather information from other sources
- Make moderate changes and evaluate outcomes

THANK THE PERSON PROVIDING FEEDBACK!

S-B-I TEMPLATE

Situation	Behavior	Impact on Me (How did I feel?) (What did I think?) (What did I do?)	Perceived Impact on Others

SBI EXERCISE: OFFICE SCENARIO

You work in an cubicle office setting. Matt is one of your co-workers and happens to sit right across from your cube. Matt is a nice guy, but has a bad habit of speaking loud on the phone. Yesterday morning, you were working on a time sensitive excel project for your boss. At the same time, Matt was on a long call with one of your most important customers. During the conversation, Matt gradually raised his voice to almost shouting for at least 30 minutes. This loud conversation was very distracting to you and contributed to you making some data entry errors on your bosses projects. These were eventually found, but not without great effort on your part and some personal embarrassment. You went home last night very frustrated and resolved to either talk to your boss or Matt directly about using his "inside voice" at work. You decide that before approaching either, you would attend this mornings AQN session on structured feedback….

S-B-I Exercise
And
Discussion

VIDEO OF S-B-I IN ACTION

[Video: JZ Applying SBI](#)

Part 1:
What mistakes did JZ make?
(Hint: 10 common feedback mistakes video)

Part 2:
What did JZ do correctly?
- Inform person that you are going to provide feedback
- Define the <u>situation</u>
- Identify the <u>behavior</u>
- Describe the personal <u>impact</u>

https://www.youtube.com/watch?v=qi8Kdo36JTo

S-B-I WRAP UP

- Are you sufficiently trained and practiced on S-B-I feedback?

- Are you courageous enough to provide feedback?

- Are you strong enough to receive feedback?

Thank you

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