GET CONNECTED

Effective Feedback
Purpose

To collectively enhance your team’s ability to use positive and redirecting feedback as a way to strengthen the team spirit.

Objective

At the end of the exercise everyone should be aware of how their way of giving and receiving feedback can have an impact on both the motivation and performance of their colleagues.

A recommendation is to conclude the exercise with an agreement that everyone will strive to apply these skills in their daily interactions.

Source: Barrett Values Centre
Agenda

1. Introduction
2. Reflection in Small Groups
3. Group Dialogue
4. Agree
5. Reflection

Source: Barrett Values Centre
Handouts

The SBI Feedback model

Feedback lets us know how we are doing. It can be used in our everyday work to see if we are meeting expectations. If you have set a developmental goal, it reinforces the changes you are making – it encourages you to continue. If you are in a new job, it will help you understand whether you are learning the new skills that are required.

We must, however, be proactive in creating a positive feedback atmosphere. It is one part of our culture journey.

We recommend the use of the Centre for Creative Leadership’s “SBI Model” (Situation, Behaviour, Impact). The model:
- Provides a framework for structuring information.
- Helps us provide feedback which is specific and helpful.
- Is a safe way to give feedback.

The model is very simple and thus easy to remember and use. To give feedback this way, you describe the situation where the behaviour occurred, then you describe the behaviour that you observed, and finally you describe the impact the behaviour had on you or the group.

- **Situation:** Where and when did the specific behaviour occur?
  - “During our meeting today when we were discussing the financial aspects of our new project…”

- **Behaviour:** What are the characteristics, observable actions, verbal and non-verbal behaviours that need to be changed or improved?
  - “You interrupted me several times…”

- **Impact:** What are the consequences of the behaviour? What impact does it have on other people? Is the behaviour effective? Ineffective?
  - “It made me feel that you were not interested in what I was saying. It made me feel as if you did not appreciate the contribution I was trying to make. I think this strongly impacted the group’s decision-making process because they missed some strategic information.”

Source: Barrett Values Centre
# Handouts

**HANDOUT**

**Effective Feedback**

## Do's and Don'ts for Receiving Feedback

<table>
<thead>
<tr>
<th>Do</th>
<th>Don't</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Let the person finish what she/he is saying</td>
<td>- Become defensive or explain your behaviour</td>
</tr>
<tr>
<td>- Ask clarifying questions</td>
<td>- Interrupt the other person</td>
</tr>
<tr>
<td>- Ask for specifics if not provided</td>
<td>- Be afraid of silence or pauses</td>
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<tr>
<td>- Pay attention to your nonverbal responses</td>
<td>- Ask the person to defend his/her opinion</td>
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<tr>
<td>- Ask the person to give you alternatives to your behaviour</td>
<td>- Seek feedback from those who you know will only give you positive reinforcement</td>
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<tr>
<td>- Respect those who do not wish to give you feedback</td>
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<tr>
<td>- Thank the person for being helpful to you</td>
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</tbody>
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## Evaluate the Feedback

- **Accuracy**: Who is giving the feedback? What are their intentions? How much do you respect their opinion?
- **Value**: Does the feedback have meaning to you or not? Is it something that can be helpful to you? Do you want to know more?
- **Importance**: What are you going to do about it?

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*Source: Centre for Creative Leadership. Ongoing Feedback: How to Get It, How to Use It – An Ideas into Action Guidebook. www.ccl.org*
## Handouts

### Effective Feedback

#### Questions for reflection of own feedback skills.

1. How often do you give feedback to your colleagues and others?

2. What is normally the reason for giving feedback? Performance, attitude, behaviour, look?

3. What type of feedback do you most often provide? Positive, negative, redirection?

4. What holds you back i.e. prevents you from giving feedback more often?

5. How does it feel when you receive feedback yourself? How do you want it to be given to you?