

# LEADERSHIP BITES TAKEAWAY



SERIES 2

## GIVING FEEDBACK - CLOSING THE GAP - SESSION 6

### Whet your appetite:

What is your reaction when someone wants to offer you some feedback? Is that how you feel when you have to offer it to someone else? In this session we take a very practical look at how to give feedback in a way that helps explore Intent vs Impact, therefore considering what is going on for the person you want to give to as well as the impact of the action or behaviour.

Using Situation – Behaviour – Impact as our model we look at how we can 'close the gap' between intent and impact by using this 3-step process to turn feedback into a balanced two-way conversation.

By the end of this session, you will be able to: -

- Describe the SBI model and how it works
- Explain how this is relevant to your role
- Identify one step you will take to improve your communication as a leader

### The Leadership Model:

[WWW.CCL.ORG.COM](http://WWW.CCL.ORG.COM)



Developed by the [Center for Creative Leadership](http://WWW.CCL.ORG.COM), the Situation, Behaviour Impact, SBI™ feedback tool outlines a simple structure that you can use to deliver effective [on-the-spot feedback](#).

It enables you to give feedback that is precise, clear and specific. This also helps you to avoid assumptions or biases from creeping in that could upset the other person. SBI provides a structured approach which allows for greater clarity and minimises personalisation of the feedback.

**Clarify** – Situation (time and place). This is the first step, it'll help to put this situation into context. **Describe** the Behaviour - you want to address, without judgments and without assuming you already know what they have in their mind. Explain the **Impact** – Describe your thinking or feeling about the behaviour.

*"Feedback often tells you more about the person who is giving it than about you"*

Stephen Covey

Author, speaker, educator and businessman.

### Watch the recording:



### For reflection:

Using the model as your basis:

- How often do you give feedback, and how comfortable are you doing it?
- Do you tend to make assumptions about others' intentions before asking?
- How might using SBI improve the clarity and fairness of your feedback?

### What next:

- Practise - start using SBI in your feedback discussions and conversations
- Are there related skills that would support your feedback conversations? e.g. active listening
- Build a feedback habit – give feedback regularly
- Think about intent - after sharing feedback, ask about intent to understand the other person's perspective
- Create a learning culture – encourage open conversations and continuous improvement.

### Explore More:

[Watch: The Secret to giving Great Feedback | The Way We Work](#)

[Read: Use SBI to Inquire about Intent - CCL](#)

[View: Slides from the session as a pdf.](#)