## Giving Feedback - the SBI format

A feedback technique called SBI (shorthand for Situation – Behaviour – Impact) enables us to deliver feedback in a way that helps others hear our message and enables them to build on strengths and/or identify ways in which they can improve. SBI is a simple model that:

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|---|---|
| **S** | Describes the **S**ituation (or context) |
| **B** | Describes the **B**ehaviour/ Action / Performance observed |
| **I** | Identifies the **I**mpact (i.e. the outcomes or consequences) |

*Source: Weitzel, SR, 2000, Centre for Creative Leadership*

Some examples of how it can be applied to both positive feedback and developmental feedback follow:

### Reinforcing feedback - SBI in action:

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|---|---|
| **Situation** | Describe the Situation where the observed behaviour / performance occurred. *"Min-Lee, this morning during our team meeting…* |
| **Behaviour** | Describe the person's Behaviour / performance – physical, observable action. *…you gave very clear reasons why it was important to involve other departments in this decision.* |
| **Impact** | Share with the person the Impact of their behaviour / performance on you and others or on the achievement of work outcomes. *This allowed us to reconsider the decision-making process and reminded us of the importance of keeping stakeholders engaged. I really appreciate the firm but participative way in which you expressed your views. Thank you."* |

### Re-directing feedback – SBI / BI in action:

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|---|---|
| **Situation** | Describe the Situation where the observed behaviour occurred. *"James, this morning, during our team meeting…* |
| **Behaviour** | Describe the behaviour/performance – physical, observable action / performance data *…I noticed that you were having a number of side conversations during my project status update.* |
| **Impact (& inquire)** | Share with the person the impact of their behaviour / performance on you / others / work outcomes. Ask a question to get their perspective. *I found it very distracting and think that it prevented the team from getting a clear understanding of where we are on this project. What's your view on this?* |
| **Behaviour** | Acknowledge their viewpoint and request an alternative behaviour / performance / change. |
| **Alternative** | *I understand that you had concerns about this project from the outset. However, I'd really appreciate it if you could share your views openly, with the group as a whole.* |
| **Impact** | *I appreciate your views and if we discuss them openly, we can find the best way forward to address the challenges of this project".* |

# The SBI Framework

**Find the Right Time and Place**

Builds trust and shows mutual respect

**Describe SITUATION using "I" statements**

Potential words are: "I'd like to share with you what I see happening"

**Outline the BEHAVIOUR/ performance in specific terms**

Avoid judgments. Use fact based behavioural examples

**Explain the IMPACT on yourself /others / work outcomes**

Genuinely describe your view of the impact, "If we don't achieve this target, it will be impossible to…"

**Pause for Response and Explore Together**

Provide open space to let person reflect – help the receiver to explore and understand the feedback, "What is your view on this?"

**Discover New Possibilities, Move to problem-solving**

Use inquiry to confirm agreed expectations and identify options and actions for corrective action / change