

Phoenix Leadership Experience

GIVING FEEDBACK USING SBIR



The Situation-Behavior-Impact method is simple and direct: You capture and clarify the Situation, describe the specific Behaviors observed, and explain the Impact that the person's behavior had on you.

Situation: DESCRIBE THE SPECIFIC SITUATION IN WHICH THE BEHAVIOR OCCURRED.

Be succinct, direct and objective and avoid generalities, such as "last week," as that can lead to confusion.

- Example: "This morning at the 11 a.m. team meeting..."

Behavior: DESCRIBE THE ACTUAL, OBSERVABLE BEHAVIOR

Keep to the facts. Don't insert opinions or judgments.

- Example: "You interrupted me while I was telling the team about the monthly budget," instead of "You were rude."

Impact: DESCRIBE HOW THE RESULTS OF THE BEHAVIOR IMPACTED YOU.

Because you're describing exactly what happened and explaining your true feelings — not passing judgment — the listener is more likely to absorb what you're saying.

- Example: "I felt frustrated when you interrupted me because it broke my train of thought."

The success of Situation-Behavior-Impact is enhanced when the feedback, which is one-way, is accompanied by an inquiry about intent, which makes the conversation two-way.

Request: SUCCINCTLY STATE YOUR REQUEST. THEN ASK IF THEY HAVE A REQUEST OF YOU

"My request is that you pause before interrupting, and if you must interrupt that you state directly what you need to say without an 'edge' to it. Then allow the other person to continue. Do you understand this request?"

Remember... Practice Makes Progress

1. Do it before you feel ready. Because you will never feel ready. Step over your fear and do it.
2. Learn to have your emotions without being carried away by them. Don't wait to be emotionless.
3. Always have an exit strategy. *"You know, I'd hoped this would be helpful, and it seems it isn't. Let's stop now and come back to it tomorrow. What do you think?"*

Adapted from: Center for Creative Leadership SBI model