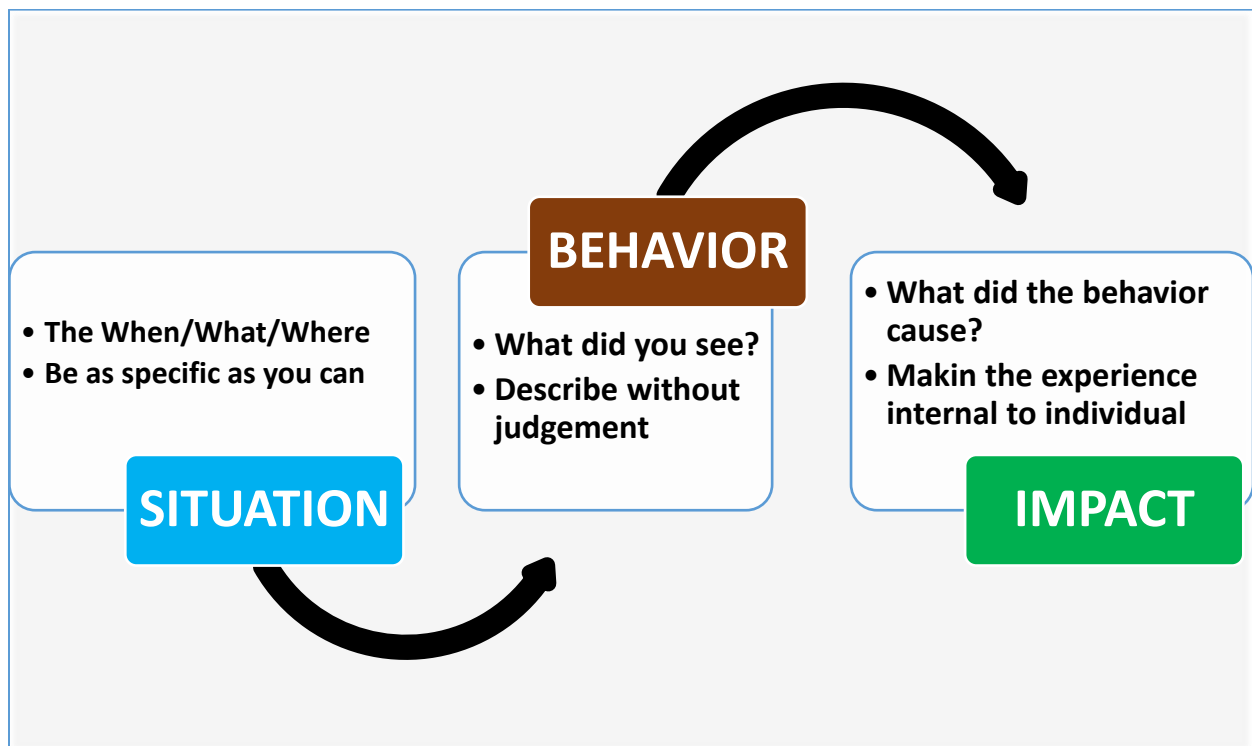


Situation – Behavior – Impact (SBI) Feedback

Effective feedback can help the receiver understand exactly what he or she did and what impact it had on you and others. When the information is specific, yet without interpretation or evaluation, there is a better chance that the person getting the feedback will be motivated to begin, continue, or stop behaviors that affect performance.



CLARIFY YOUR INTENT:

What are you hoping to accomplish by giving feedback? You may or may not disclose this to the feedback receiver; it is a judgment call.

LESSON 3 SBI EXERCISE SCENARIOS



SBI Scenario #1

You are a team leader in your organizations Operations Department. The department recently hired Louis however he has been struggling to get up to speed as a team member. This afternoon, during a work session, you saw John raise his voice and act irritated when Louis asked you about a piece of equipment he had never used before. Louis was surprised and visibly upset by the outburst. As a result, Louis has become disengaged and stopped talking to others on the team. You are concerned because your team's performance is already down and you really need everyone working together to get the team back on track. It is easy to see that the struggles of Louis, coupled by John's irritable responses to Louis' questions are negatively impacting the team. Your job, as team leader, is to use provide SBI-based feedback to John.

SBI Scenario #2

You are the Logistics Department Branch Chief. Your branch was awarded the Agency Excellence Award for consistently exceeding agency productivity quotas for the previous year. While this award is a reflection on the entire branch, one of your invoice clerks, Janet, consistently processes twice as many invoices as the next closest member of the team and all without error. Additionally, she has been mentioned by name in higher level meetings, so you know her efforts are recognized outside the branch. You want to let her know that you recognize and appreciate her exceptional work effort. Your job, as branch chief, is to give SBI based feedback to Janet.

POTENTIAL RESPONSES TO THE SCENARIOS



NOTE: The following are suggested responses to the scenarios. There may be others.

SBI Feedback #1

“John, after lunch today when Louis asked you for help, you seemed irritated that he needed some advice on a new piece of equipment. You were short with him and it didn’t seem like you had a good reason for going off on him. Now Louis feels shut down and has stopped asking anyone on the team for help, which means our team will continue to underperform and not meet our goals, while we work on getting Louis up to speed and a fully performing of the team.”

SBI Feedback #2

“Janet, I have been doing a monthly review of our invoice processing stats. You work hard and produce error-free, timely products that exceed the standards set in your performance plan. I hear praise from your co-workers, the Branch and even higher levels in the Agency about the quality and efficiency of your work.”