# Giving Effective Feedback Using The SBI Model

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# Definition of Effective Feedback

[Effective] Feedback is a focused dialogue between a manager and an employee, a method of sharing information and perspectives about performance. The goal of ongoing feedback is to identify where performance is effective and where performance needs improvement.

MIT Human Resources- http://hrweb.mit.edu/performance-development/ongoing-feedback

# Why Give Feedback

"Giving people feedback is an act of trust and confidence. It shows that you believe in their ability to change. That you believe they will use the information to become better. And that you have faith in their potential. It's also a sign of commitment to the team and to the larger purpose and goals of the organization. Because, ultimately, we're all responsible for our collective success."

Peter Bregman- HBR Blog Network

# Make it Fair and Set Expectations

- Set expectations early
- Have a defined training program and build in systems that give the employee the opportunity to ask questions and certify that they understand what is presented to them
- Model the quality of work that the organization desires

# Ask Permission to Give Feedback

- Can I give you some feedback?

- Can we talk about what just happened?

- Can I share an observation with you?

- Can I share something with you?

If they don't want to hear you (maybe they are busy?) have them set a time or place. The recipient must be ready and comfortable to receive effective feedback.

# Pre-Game

- Think about what you want to say. Anticipate what the recipient will say in response.
- Always ask for permission to give feedback
- Don't give the feedback in public spaces (especially when you are still a novice). Find some privacy.

# Common Mistakes in Giving Feedback

- The feedback judges individuals, not actions
- The feedback is too vague
- The feedback speaks for others
- Negative feedback gets sandwiched between positive messages
- The feedback is exaggerated with generalities
- The feedback psychoanalysis the motives behind behavior
- The feedback goes on to long
- The feedback contains an implied threat
- The feedback uses inappropriate humor
- The feedback is a question, not a statement

# Situation-Behavior-Impact (SBI) Model

**Situation**: Remind the person of the situation (For example: when you were helping Mrs. Smith at the Circulation Desk, when you emptied the bookdrop before we opened, when you answered that child's question about the civil war).

**Behavior**: Describe the behavior (For example: you completed the reference interview by asking if the patron needed any more help, you roved the floor two times in an hour, I did not receive a reply by the deadline we agreed to).

**Impact**: Describe the impact on yourself and/or the organization  (For example: you ensured that the patron received what he wanted and inspired confidence that we are a great place to get answers, when you don't meet deadlines the project gets stuck and we can't move forward towards our goals, when you are late for work we can't serve patrons in the way that our mission statement calls for).

# Who You Gonna SBI First?

Write an example of effective feedback that you could give to someone you work with using the SBI Model

Situation_____

Behavior_____

Impact_____

# Measuring Feedback

- Don't track using Spreadsheets!
- Try the Poker Chip Method
    - Start the day with a poker chip in your left pocket
    - If you don't have pockets then a hairband, rubber band, etc. are all
- Once you give feedback switch it to your right pocket
- If you can go five consecutive work days giving feedback then add a new poker chip
- Now give two pieces of feedback for five consecutive work days
- The goal is to get to five chips

Managers Tools- http://www.manager-tools.com/2012/02/measuring-feedback-chapter-1-part-2

# Thank You

I would like to thank the Urban Libraries Council for helping me receive this training from the Center for Creative Leadership by way of the Joey Rodger Leadership Award.

http://www.urbanlibraries.org/