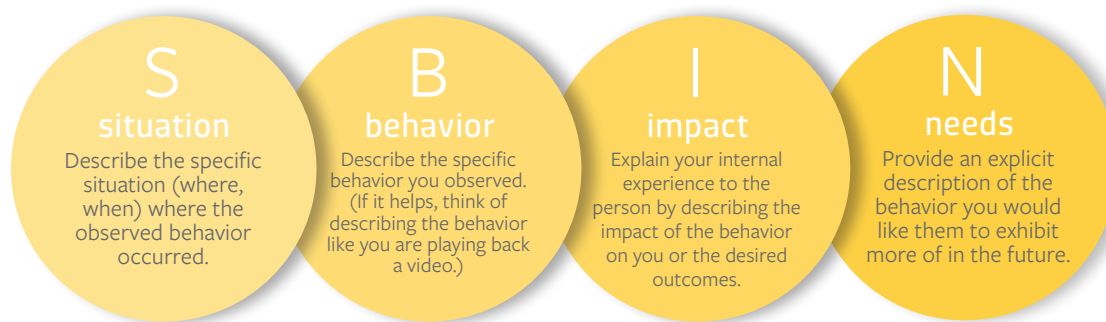


how to give great feedback

Feedback is the catalyst for professional and personal growth. It's also the catalyst for process improvement and improved client outcomes. Knowing how to communicate effective feedback is a key leadership skill, and a necessary skill in coaching others to support them in giving feedback. Effective feedback motivates the receiver to begin, stop, or continue behaviors that affect performance. In addition to accomplishing its direct purpose, an effective feedback message is a self-development tool for the receiver, and it often has benefits for other members of the team.

SBIN Model of Feedback



Above is a model for how to give great feedback whether you are reinforcing positive behaviors or identifying opportunities for growth. The more specific you are in each step, the clearer you will be and the receiver will have a better chance of continuing behaviors that will create change. Here is an example of how to use each step to have a great feedback conversation:

step one: capture the situation

"Yesterday morning in the staff meeting,"

step two: describe the behavior

"You had several side conversations during my presentation"

step three: deliver the impact

"When you were talking to others while I was speaking, it was very disruptive to the process of building alignment across the team."

step four: identify the need

"In any future meeting or group interaction, I would appreciate you demonstrating behaviors that increase engagement, thoughtfulness and respect to the group. This would help me see you as a partner in our leadership efforts."

other tips for giving great feedback

be timely with your feedback

Ensure the receiver is ready to receive feedback. Give your feedback at the appropriate time.

intend to be helpful

Don't give feedback just for feedback sake. Give feedback that is within the control of the receiver and meaningful to the performance of the organization and relationship.

highlight positive behaviors

Talk about what you want the person to do, rather than what you don't want them to do. Research supports elevating performance by giving 9 instances of positive reinforcing feedback to every one piece of opportunity feedback.

make your feedback specific, clear, caring and constructive

Be courageous with your feedback by eliminating filler language that makes feedback difficult to understand. Also recognize that the receiver may not immediately respond to your feedback.

cross-check your understanding

Promote an open dialogue and discussion and clarify understanding. A good follow-up question before ending the conversation is; "What is one thing you are taking away from our conversation?"

be a mirror, not a hammer

Leave the receiver free to determine their own solution and corresponding behavior. Feedback is not about control but rather shaping behavior over time. In instances where critical performance improvement is required, different leadership tools would be used.