SBI

Feedback That Works

Center for Creative Leadership

www.ccl.org

What Is Feedback?

Information you receive in response to actions or behaviors you have taken or have shown others.

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Ladder of Inference

~ Adapted from Argyis, C. (1982) *Reasoning, Learning, and Action.* San Francisco, CA: Jossey-Bass.

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Our Belief System

- Our beliefs are *the* truth
- The truth *is* obvious
- Our beliefs are based on real data
- The data we select are the real data

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How We Move Up the Ladder

- Take action
- Adopt beliefs
- Draw conclusions
- Make assumptions
- Add meanings
- Select data
- Observable data

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How to Give Effective Feedback

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Situation

- Anchors feedback in time and place
- Helps person to whom the feedback is being given understand the context

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Example: "When you presented our March sales figures to the senior management team last Thursday, …"

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Behavior

- Allows person receiving feedback to know specifically how they behaved
- Behaviors are things that can be recorded visually or aurally

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Example: "… You spoke clearly and concisely. You gave enough detail to make your point and you answered questions directly …"

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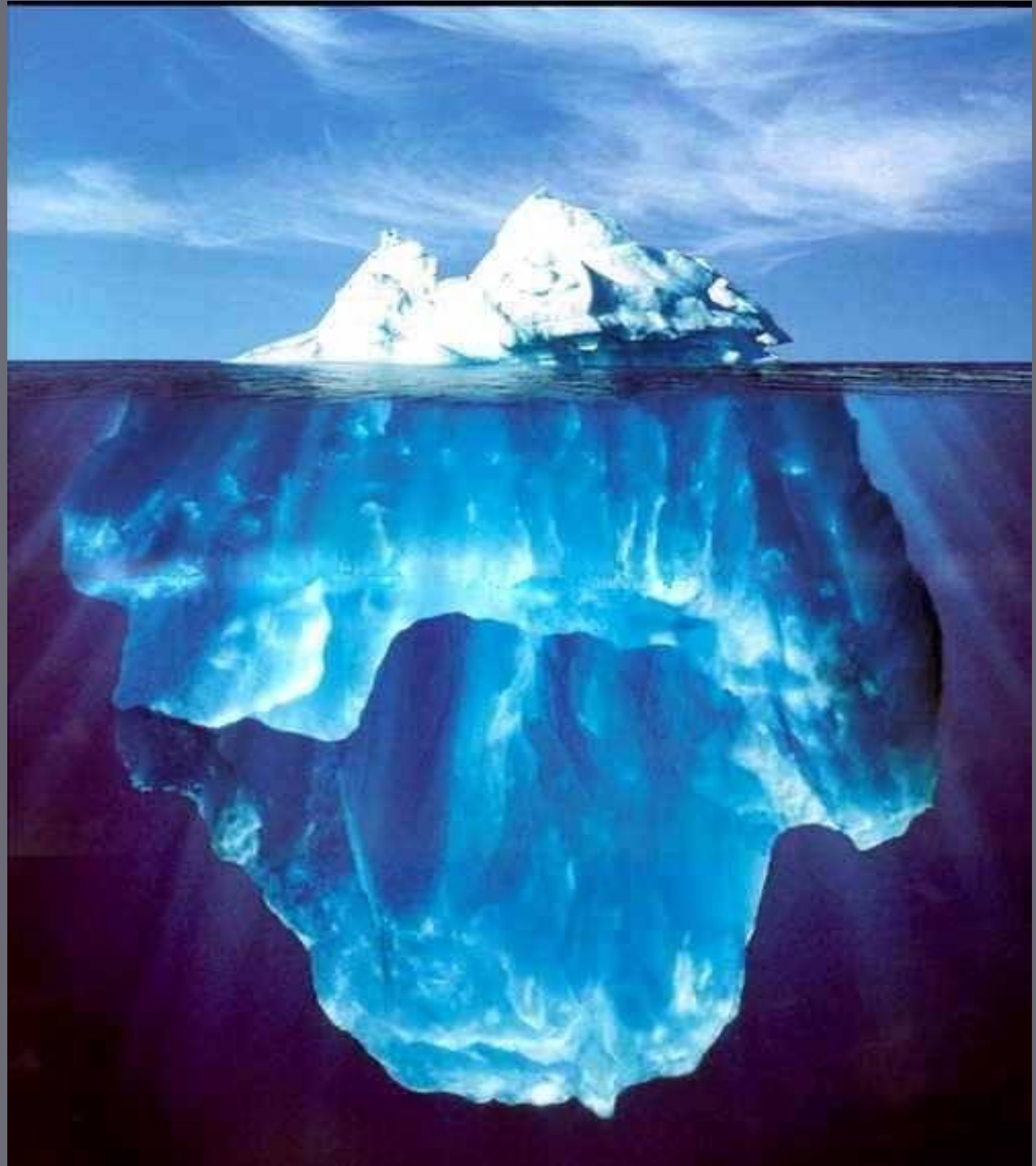

Impact

- **Thoughts, feelings, and actions we take as a result of people's behaviors**
  - **Emotionally**
  - **On the task**
  - **On the group**

Example: "… Consequently, the CEO approved the plan and gave it full funding. Addtionally I had been uncertain about it before and thought differently."

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Practice

Situation → Behavior → Impact

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Suggestions for *Gathering* Feedback

- Collect one observation per person per day
- Notice behaviors from class and social settings
- Record observations as soon as possible
- Look for the positive
- Look for the developmental
- Stick to SBI

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Effective Feedback?

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SAD

HAPPY

DISTRAUGHT

HILARIOUS

OUTRAGED

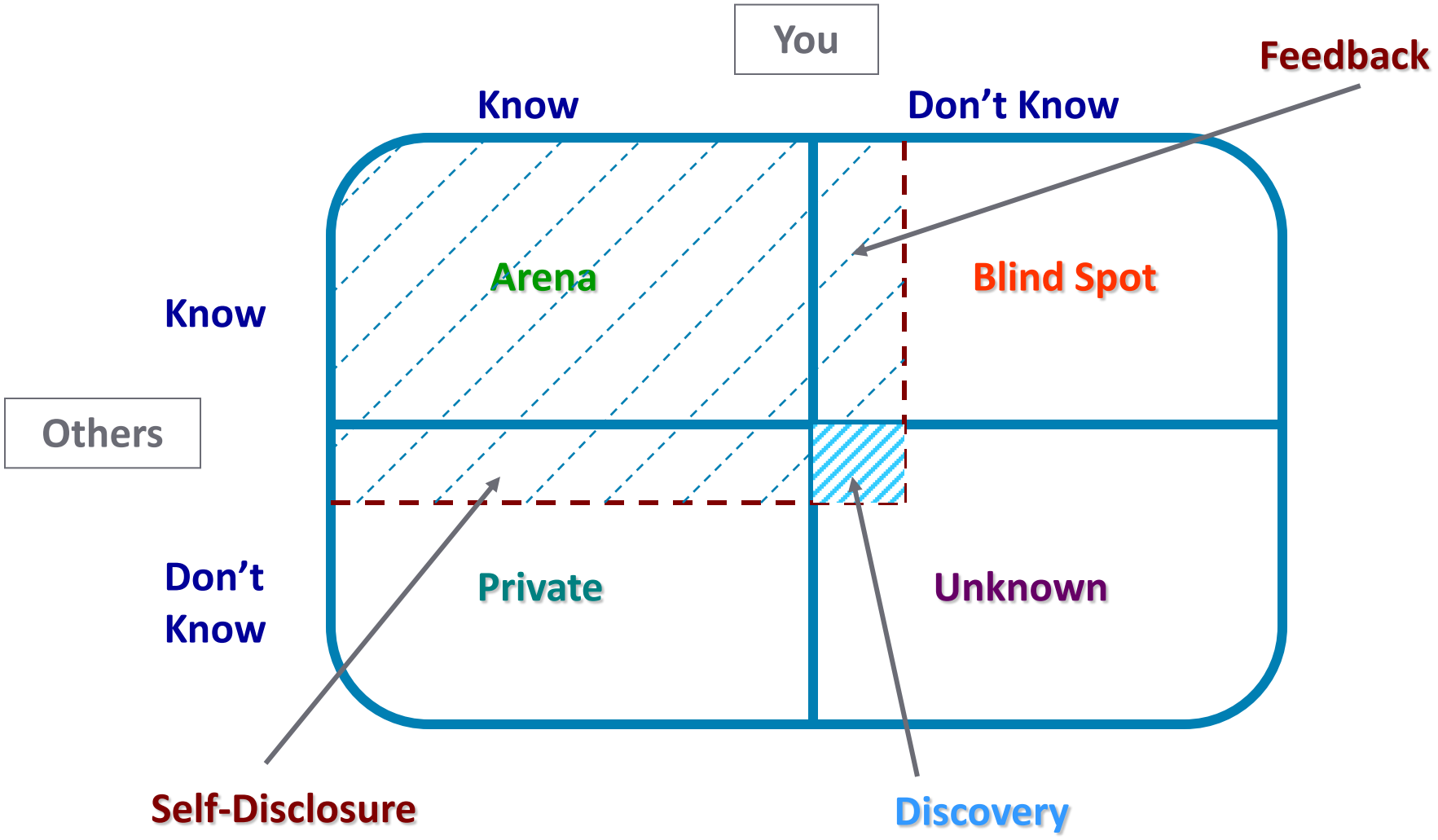
SOMBER

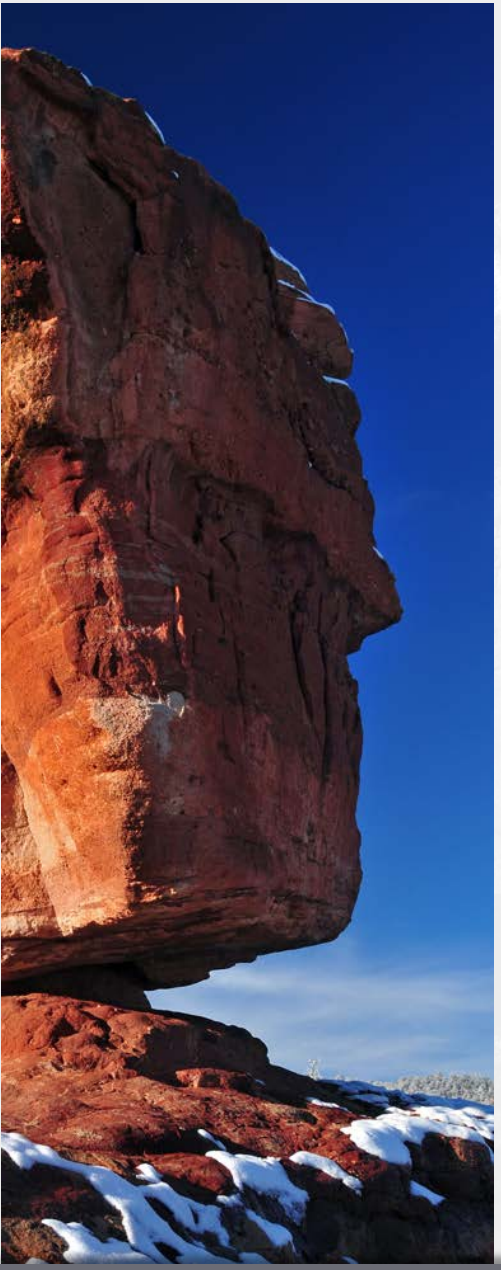
JOVIAL

GRIEF STRICKEN

The Johari Window

Managing information *about you* as a leader:





Effective Feedback …

- Makes information useful to others
- Allows you to replicate and improve performance
- Is developmental in nature
- Is direct
- Is behaviorally anchored
- Is non-evaluative

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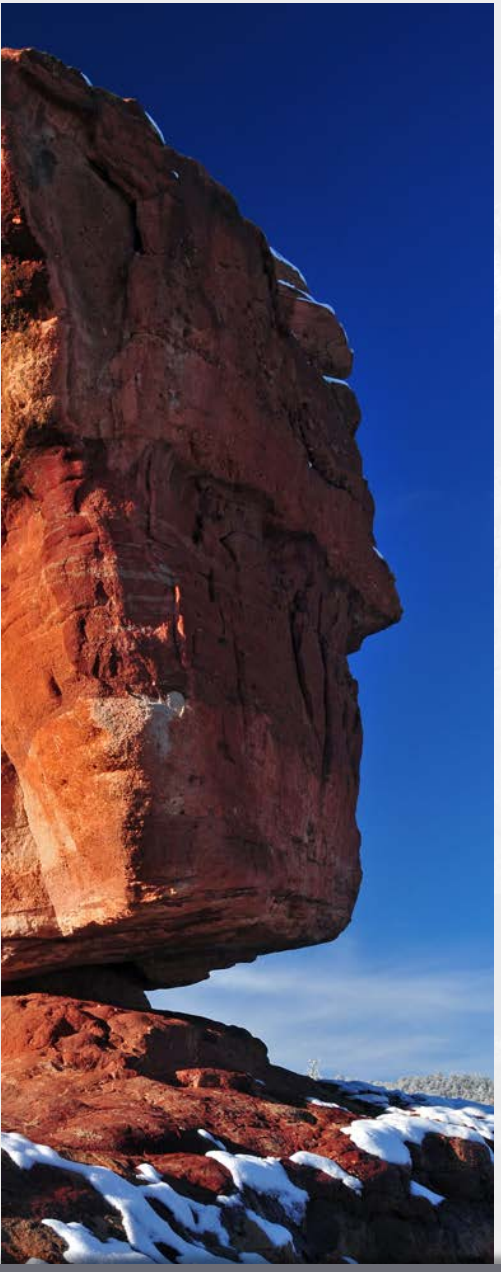

Public Learning…

"The fear of not looking good is one of the biggest/greatest enemies of learning. To learn we need to acknowledge that there is something we don't know – and performing activities that we're not good at"

~ Peter Senge

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