

Annex 5 Template for giving effective feedback

The Situation + Behaviour + Impact (SBI) model:	
Situation:	On Monday, during the workshop
Behaviour:	You interrupted me several times
Impact:	I felt rejected (this is focused on how the receiver felt)
<p>This method does not convey assumptions, just the impact that a particular behaviour has on you as an individual. It avoids accusations such as “you were rude”. Instead it focuses on how people felt (these are facts).</p>	
<p>When giving feedback:</p> <ul style="list-style-type: none"> - Be specific - Focus on what is changeable - Don't make judgements (positive or negative): don't say “you were a fantastic facilitator”; the behaviour was “you organised the agenda very well and provided clear introductions and instructions”. Feedback should provide something to chew on. - Speak for yourself - Speak directly to the person - Provide balanced feedback - Don't explain away [for example, to apologise or minimise the importance of the comment] - Be honest – be kind - Avoid prescriptions (for example, you should, you must) - Practice the SBI model - Use words and language that are clear and cannot be misinterpreted. Check that the feedback was well understood. 	
<p>When Receiving Feedback:</p> <ul style="list-style-type: none"> - Listen and look at the person who is giving you feedback - Treat the feedback as a gift - It is ok to ask questions for clarification only (i.e. about the meaning of the feedback, not about the motivations behind it). - Understanding is not the same as agreeing with something – people are sharing their perceptions - Be alert for the themes and patterns - Do not defend, justify or “explain away” - Say “thank you” - Give yourself time to reflect and process <p>© 2006 Center for Creative Leadership. All Rights Reserved. See http://www.ccl.org/leadership/pdf/publications/readers/reader405ccl.pdf</p>	