

# EFFECTIVE FEEDBACK



## Session Leader Guide

This exercise helps the team members to be proactive in creating a positive feedback atmosphere within the team that will reinforce, encourage and motivate the team members when facing different types of challenges.

Effective feedback should enable a receiver to walk away understanding exactly what he or she did and what impact it had on them. When the result is this specific and this direct, there is a better chance that the person getting the feedback will be motivated to begin, continue or stop behaviours that affect performance. (Sloan R. Weitzel: "Feedback that works")

This exercise has its focus on the SBI Feedback Model and is based upon "Ongoing Feedback: How to Get It, How to Use It – An Ideas into Action Guidebook" issued by Centre for Creative Leadership.

Many different surveys have shown that positive and accurate feedback is one of the top enhancers of performance. There is also an alternative to this exercise named "Whale Done!" which consists of a book, a DVD and exercise material. This practice has a stronger focus on the positive and how to avoid negative criticism and instead use 'redirective' and 'reinforcing' positive feedback.

'Whale Done' will help your employees learn how to build trust, accentuate the positive, and when a mistake occurs, redirect the energy for a more productive outcome. It provides a clear, easy-to-use approach that will help employees discover the power of positive relationships and enable them to make more effective choices in their interactions with co-workers. (2002, VisionPoint Productions and The Ken Blanchard Companies)

### PURPOSE

To collectively enhance your team's ability to use positive and redirecting feedback as a way to strengthen the team spirit.

### OBJECTIVE

At the end of the exercise everyone should be aware of how their way of giving and receiving feedback can have an impact on both the motivation and performance of their colleagues.

A recommendation is to conclude the exercise with an agreement that everyone will strive to apply these skills in their daily interactions.

### TIME

Estimated time for this exercise is approx. 1 – 2 hours.



### BEFORE THE SESSION

1. Anchor the decision to do the exercise with the group.
2. Read through the whole Session Leader Guide – the best thing is to try out the exercises yourself first so you know the key steps.
3. Book a meeting room that makes it possible to work in pairs in an acceptable way.
4. Send out the invitation for your group meeting at least two weeks before your meeting. Communicate Purpose and Objective, when, where and who will be involved. Attach to the invitation a description of the SBI Model that is attached at the end of this tool (pages 176-178) and ask them to read through and reflect on their own way of managing feedback.
5. Select supporting slides to use at the workshop. Review speaker notes and add your own. You will find supporting slides at [www.valuescentre.com/getconnected](http://www.valuescentre.com/getconnected). Here you can download the pocket cards, which you can print and hand out as reinforcement material.
6. If you intend to use a meeting evaluation or team reflection, have it prepared in advance.
7. Try to come at least 20 minutes before everyone else.
8. Write the Purpose, Objective and Agenda on a flip-chart so that everyone can see them during the whole session.

### DURING THE SESSION

1. Follow the proposed agenda on page 175.
2. Gather the group again for a whole-group reflection.
3. Have a team reflection of which insights the exercise has given, how it might impact their own feedback skills and their ambitions to strengthen them (look at suggested reflection questions in the exercise Team Learning; “Team Follow up & Reflection” on page 172).  
Write down the team reflections on a whiteboard/flip chart so that everyone can see and build on each other’s reflections.
4. Let the team conclude what they find as critical for them in order to get a more open and positive feedback climate.
5. Ask if everyone can agree to apply the feedback guidelines in their daily work and interactions. Try also to come to an agreement of how to follow up the agreed intentions e.g. by planning a follow-up meeting, as part of the individual performance reviews, appraisal discussions, etc.
6. Distribute, if available, the pocket cards and promote the use of them as a reminder of the importance of accurate and positive feedback.

### AFTER THE SESSION

1. Write and send out minutes as soon as possible after the meeting. Enclose the slides you showed (if requested by any of the participants).
2. Make sure you follow up on your agreement and note what you have learnt from your progress of the work with effective feedback. NB! Especially important is that you as a leader “walk the talk” and lead the way to work actively with feedback. Acknowledge people doing things right, when you see them give each other feedback.
3. Build in feedback as a normal way of operating in your daily work.

## Agenda

(proposal and facilitator notes)

<p><b>1. Introduction</b></p> <p>Go through Purpose, Objective and Agenda. Be open to questions.</p>	10 min
<p><b>2. Reflection in small groups</b></p> <p>Ask the participants to select a partner and share their reflections/ conclusions/concerns regarding feedback on the hand out (page 176-178), that they have read prior to the meeting.</p>	10 – 30 min
<p><b>3. Group dialogue</b></p> <p>Make a presentation of the meaning and benefits of effective feedback. Let the group reflect over what has been presented and share their opinions of what they would like to bring to the team.</p>	30 – 60 min
<p><b>4. Agree</b></p> <p>Based on your reflections and learnings what are your shared meanings? Have the team agree to follow the basic principles outlined on the feedback pocket card.</p>	10 – 30 min
<p><b>5. Reflection</b></p> <p>Have the group reflect on what was the major thing they learned and took away from this exercise.</p>	10 – 20 min

### The SBI Feedback model

Feedback lets us know how we are doing. It can be used in our everyday work to see if we are meeting expectations. If you have set a developmental goal, it reinforces the changes you are making – it encourages you to continue. If you are in a new job, it will help you understand whether you are learning the new skills that are required.

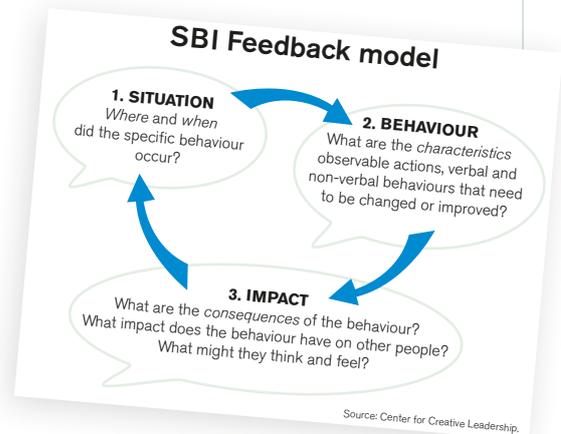
We must, however, be proactive in creating a positive feedback atmosphere. It is one part of our culture journey.

We recommend the use of the Centre for Creative Leadership's "SBI Model" (Situation, Behaviour, Impact). The model:

- Provides a framework for structuring information.
- Helps us provide feedback which is specific and helpful.
- Is a safe way to give feedback.

The model is very simple and thus easy to remember and use. To give feedback this way, you describe the situation where the behaviour occurred, then you describe the behaviour that you observed, and finally you describe the impact the behaviour had on you or the group.

- **Situation:** Where and when did the specific behaviour occur?  
*"During our meeting today when we were discussing the financial aspects of our new project..."*
- **Behaviour:** What are the characteristics, observable actions, verbal and non-verbal behaviours that need to be changed or improved?  
*"You interrupted me several times..."*
- **Impact:** What are the consequences of the behaviour? What impact does it have on other people? Is the behaviour effective? Ineffective?  
*"It made me feel that you were not interested in what I was saying. It made me feel as if you did not appreciate the contribution I was trying to make. I think this strongly impacted the group's decision-making process because they missed some strategic information."*



### Do's and Don'ts for Receiving Feedback

#### Do

- Let the person finish what she/he is saying
- Ask clarifying questions
- Ask for specifics if not provided
- Pay attention to your nonverbal responses
- Ask the person to give you alternatives to your behaviour
- Respect those who do not wish to give you feedback
- Thank the person for being helpful to you

#### Don't

- Become defensive or explain your behaviour
- Interrupt the other person
- Be afraid of silence or pauses
- Ask the person to defend his/her opinion
- Seek feedback from those who you know will only give you positive reinforcement

#### Evaluate the Feedback

- **Accuracy:** Who is giving the feedback? What are their intentions? How much do you respect their opinion?
- **Value:** Does the feedback have meaning to you or not? Is it something that can be helpful to you? Do you want to know more?
- **Importance:** What are you going to do about it?

*Source: Centre for Creative Leadership. Ongoing Feedback: How to Get It, How to Use It – An Ideas into Action Guidebook. [www.ccl.org](http://www.ccl.org)*

### Questions for reflection of own feedback skills.

1. *How often do you give feedback to your colleagues and others?*

2. *What is normally the reason for your feedback? Performance, attitudes, behaviours, looks?*

3. *What type of feedback do you most often provide? Positive, negative, redirecting?*

4. *What holds you back i.e. prevents you from giving feedback more often?*

5. *How does it feel when you receive feedback yourself? How do you want it to be given to you?*