

# Situation, Behavior, Impact (SBI)<sup>1</sup>: Constructive Feedback for Skill Building

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## ***What is Constructive Feedback?***

*Feedback* is provided to inform choices people make about their behavior. Feedback includes:

- ✓ Observation and impact data, e.g., reactions and perceptions.
- ✓ Descriptive, specific details of what a person was doing when.
- ✓ Neither praise nor criticism; it is not evaluative.
- ✓ It is not directive; it does not tell people what to do.

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*Feedback*: “When you started the meeting, the question on the chart was clearly written, but when you read the question, your voice was low and I couldn’t hear you.”

*Criticism*: “You communicated poorly.”

*Praise*: “You communicated well.”

*Directive*: “You should have spoken more loudly.”

## ***SBI: A Model of Constructive Feedback for Skill Building***

*Situation, Behavior, Impact* (SBI) —provides information about the impact of the behaviors associated with the use of Results Based Facilitation skills.

### **S Describe the Situation**

Specify the situation in which the behavior occurred by describing the what, when and where.

**Example**: “When you turned your back in order to flip chart during the discussion on norms...”

**Not**: “When you were facilitating...”

### **B Describe the Behavior (Not an Interpretation of That Behavior)**

Behavior is a person’s action; behavior is described using verbs (action words).

**Example**: “You lost eye contact with the group for several minutes.”

**Not**: “Turning your back was poor practice.”

### **I Describe the Impact the Other Person’s Behavior Had on You**

Impact statements offer candid (authentic, accurate) feedback of your emotional response and how that emotion affected your participation in the conversation.

**Example**: “When you turned your back in order to flip chart during the discussion on norms, you lost eye contact with the group for several seconds. During that time, everyone was speaking at once and I couldn’t figure out how to get my voice heard. It made me feel unappreciated and I withdrew from the conversation.”

**Not**: “The conversation fell apart.”

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<sup>1</sup> The SBI model presented here is an adaptation of the Situation, Behavior, Impact Method used by the Center For Creative Leadership.

### ***SBI Practice Method***

The practice method that accelerates the development of RBF skills includes:

- √skill practice followed by appreciative self-assessment, and
- √feedback using SBI shared by those who experienced the skill practice.

In hearing SBI about one’s practice, listen deeply and do not question or contest the feedback; rather, use it to develop greater awareness of impact.

The following is an example of how the SBI practice method can illuminate how the same behavior has a different impact on two different participants:

**Situation:** When you were checking to see who wanted to speak at the beginning of the meeting.

**Behavior:** You said to Ann “*You haven’t raised your hand; however, I may be reading something from your expression — do you want to speak?*”

Impact statement from Ann: “*I appreciated being asked. I realized I did have something to say and was comfortable saying it.*”

Impact statement from another participant: “*I got concerned when you asked Ann if she wanted to speak. I wasn’t ready to share and was anxious you would also ask me.*”

### ***SBI Feedback Form***

Copy the following half-page form and make enough copies so everyone experiencing the facilitation can provide feedback.

<b>SBI Feedback Form</b>	
<b>Facilitator observed:</b> _____	<b>Date/Time:</b> _____
<b>Your name:</b> _____	<b>MBTI type:</b> _____
<b>Your Role during the Facilitation*:</b> _____	
<b>Situation</b> (when and where):  	
<b>Behavior</b> (specific description of what you observed the facilitator say or do):  	
<b>Impact</b> (the impact on you in role: what you felt or thought in response to the situation and behavior of the facilitator and how it affected your participation):  	
<small>* The role you have in a group or in relation to the other group members and/or the facilitator informs how you experience another person’s behavior. For example, when in a supervisor role, you may be more sensitive to behavior that might challenge your authority than when you are in a peer role.</small>	