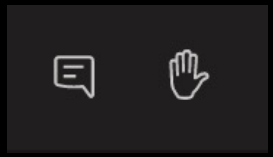
Giving behavioural feedback

ELM Module : Vital conversations

Ready for the session..

Find the Chatbox and Hands Up controls



Mute any background notifications and phones

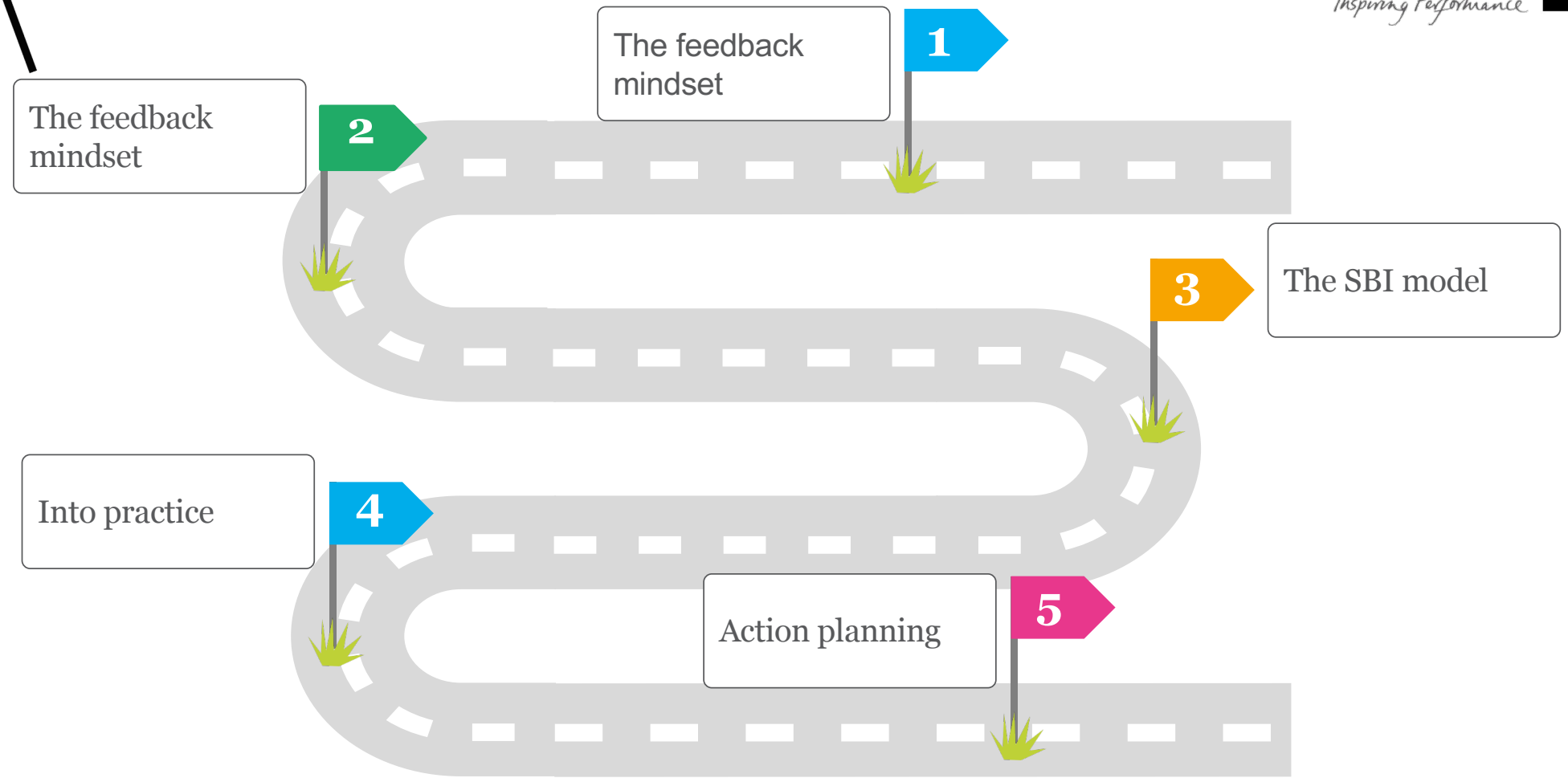
Learning outcomes

akenham isg
Inspiring Performance

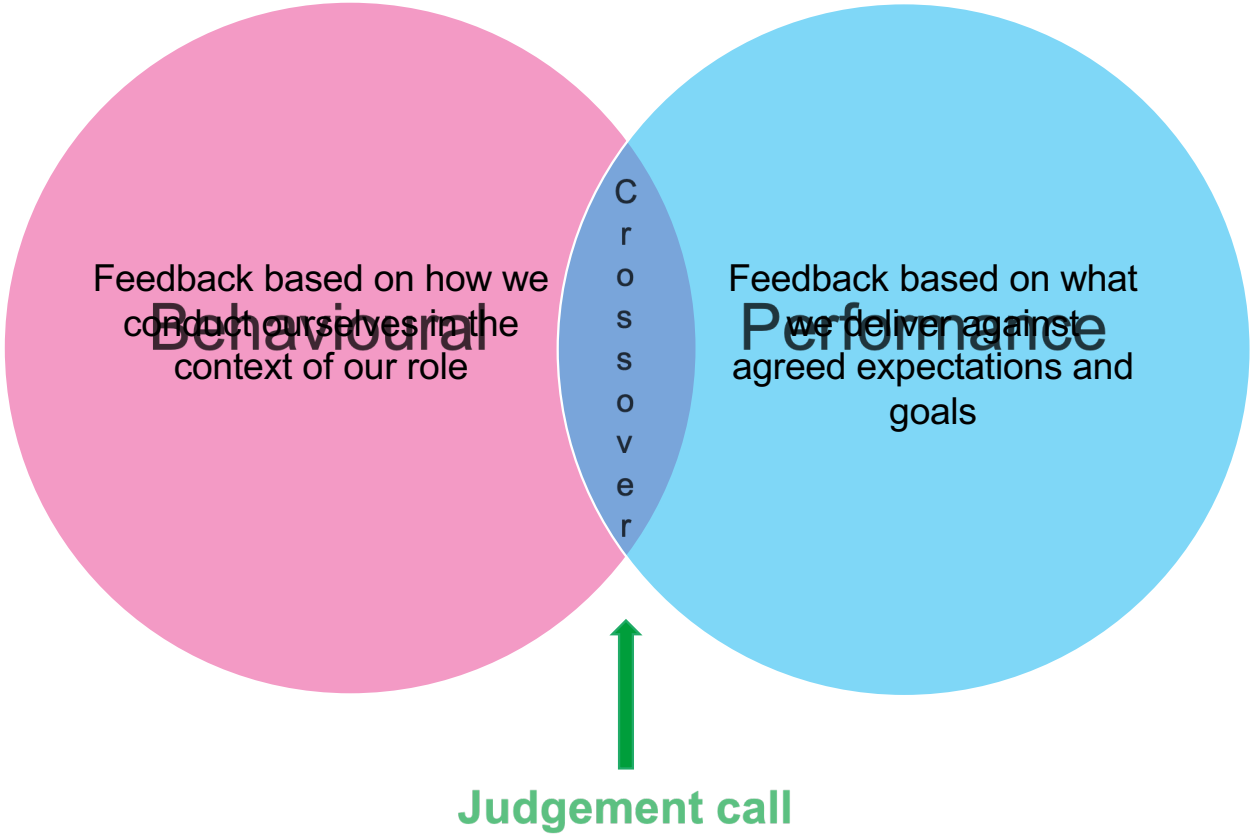
Get to grips with the ground rules for holding courageous conversations	Provide and receive feedback with openness, fairness and integrity

Session roadmap

akenham isg
Inspiring Performance



Feedback : Behavioural vs. Performance



Behavioural feedback : Experiences

akenham isg
Inspiring Performance

What examples of behaviour do you feel you need to pull people up on?

What makes it challenging?

Behavioural feedback : Benefits

akenham isg
Inspiring Performance

Done well, what are the benefits?

Behavioural feedback : The benefits

akenham isg
Inspiring Performance

Challenges

- Feels personal
- Concern about reaction
- Not enough time
- Fear of appearing weak/sensitive
- Feeling-based

Benefits

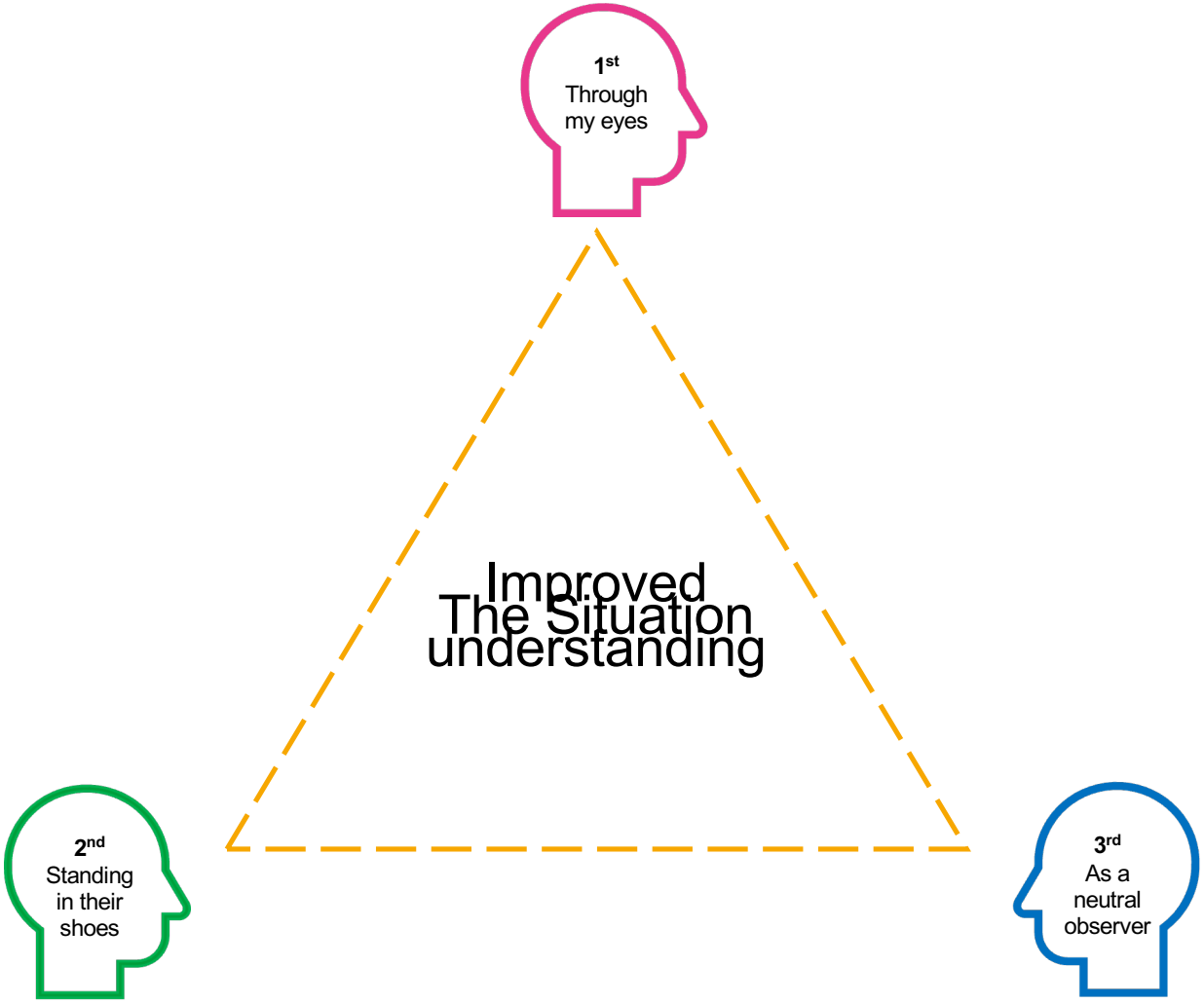
- Stops problems escalating
- Improves relationships
- Reinforces team values
- Provides development opportunity
- Increases motivation
- Builds confidence

akenham isg
Inspiring Performance

The feedback mindset

Feedback : the mindset for feedback

akenham isg
Inspiring Performance



akenham isg
Inspiring Performance

The SBI model

Behavioural feedback : The SBI model

akenham isg
Inspiring Performance

S

Situation
The When / What / Where: Be as specific as you can

B

Behaviour
Give a description of the behaviour – what did you see or hear

I

Impact
Describe the impact the behaviour had

Behavioural feedback : Example 1

akenham isg
Inspiring Performance

S

Situation
The When / What / Where: Be as specific as you can

'When we were at the meeting this morning and the client said X – do you remember?'

B

Behaviour
Give a description of the behaviour – what did you see or hear

'At that point I noticed you crossed your arms, leant back and looked away'

I

Impact
Describe the impact the behaviour had

'I felt it gave the impression that you were annoyed and the client didn't look impressed'

Behavioural feedback : Example 2

akenham isg
Inspiring Performance

S

Situation
The When / What / Where: Be as specific as you can

'During your part of the meeting with finance yesterday'

B

Behaviour
Give a description of the behaviour – what did you see or hear

'You presented a well costed project plan, and gave clear answers to all their queries'

I

Impact
Describe the impact the behaviour had

'I could see that the finance team engaged with your ideas, and I think they felt reassured by your awareness of the detail'

Behavioural feedback : What's wrong here?

akenham
Inspiring Performance
isg

S

Situation

The When / What / Where: Be as specific as you can

'When you ignored your team-mate's input at the meeting yesterday'

B

Behaviour

Give a description of the behaviour – what did you see or hear

'You seemed to get carried away with your own ideas and not need anyone else's input'

I

Impact

Describe the impact the behaviour had

'This shows you have a bit of an attitude and lack of respect for your team'

akenham isg
Inspiring Performance

Into practice

Practice : The SBI model

akenham isg
Inspiring Performance

Breakout preparation

- Think about a current or typical event where you need to give some behavioural feedback
- Prepare what you would say using the SBI model

S Situation
The When / What / Where: Be as specific as you can

B Behaviour
Give a description of the behaviour – what did you see or hear

I Impact
Describe the impact the behaviour had

Feedback: Into practice

akenham isg
Inspiring Performance

In a moment, you will be in pairs to practice the SBI model

Breakout:

- Choose who is going to deliver and who will listen first
- Take a few seconds (only) to give context
  (e.g. “this is for a grad in my team who performs well but keeps quiet in meetings”)
- Deliver this feedback to your partner as if it was the real event
- Listener: collect your reflections on how it feels to receive this feedback
- When finished, offer your ideas to the deliverer for where it went well, and what could be improved
- Switch roles and repeat

Practice : Debrief

akenham isg
Inspiring Performance

Getting it right:

- What are your top tips?
- What do you need to avoid?

S Situation
The When / What / Where: Be as specific as you can

B Behaviour
Give a description of the behaviour – what did you see or hear

I Impact
Describe the impact the behaviour had

Behavioural feedback : Going further

akenham isg
Inspiring Performance

S

Situation
The When / What / Where: Be as specific as you can

B

Behaviour
Give a description of the behaviour – what did you see or hear

I

Impact
Describe the impact the behaviour had

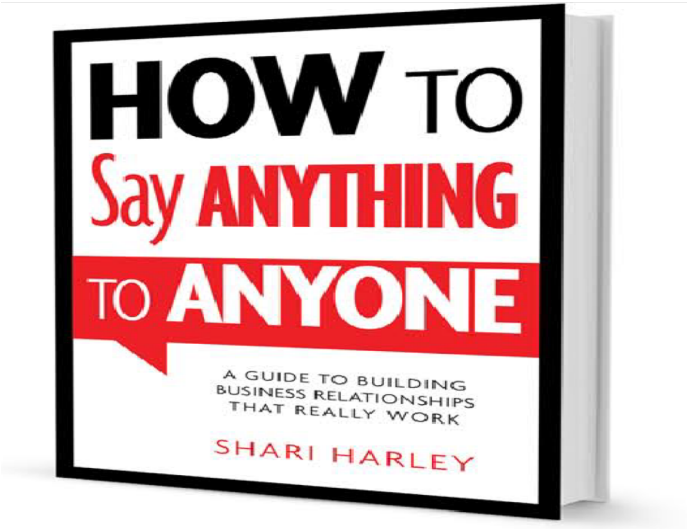
I

Intent
Ask about their original intentions

Going Further: Topping and tailing SBI

akenham isg
Inspiring Performance

1. Introduce the conversation.
2. State your motive.
3. Describe the situation and behaviour – “I’ve noticed.”
4. State the impact of the behaviour.
5. Ask the other person for his/her perception of the situation – Both people talk.
6. Make a suggestion or request – If s/he knew another way to do it, s/he would do it that way!!
7. Build an agreement on next steps.
8. Say “Thank You.”



https://m.youtube.com/watch?v=28N2p3smEsw

Learning outcomes

akenham isg
Inspiring Performance

Get to grips with the ground rules for holding courageous conversations	Provide and receive feedback with openness, fairness and integrity

Behavioural feedback : Key points

akenham isg
Inspiring Performance

Over the course of your working relationship Give both positive and corrective feedback

Don’t mix in a sandwich!

If it feels challenging, remember giving feedback is better than doing nothing

Find the balance between the needs of the organisation and the individual

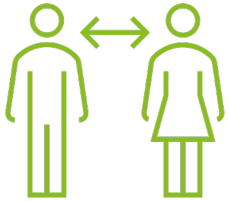
Use SBI to structure your feedback

Behavioural feedback : Action planning

akenham isg
Inspiring Performance

What behaviours are acceptable in your team?

What feedback do you need to give?



Make a plan to deliver using SBI

akenham isg
Inspiring Performance

Wrap Up