

# SBIDR: Situation, Behavior, Impact, Desired Outcome

## A Feedback Model

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We can't give feedback if we can't describe specific behavior and how it impacts other employees, us, the unit, and/or organization. To do this, use a technique called SBI-D: describe the situation, behavior, impact, and desired outcome.

### Situation:

*What's the context? (Based on evidence, facts, collected data)*

1. Last week, during our meeting with SRP, as I was presenting...
2. Last week I gave you a draft report and asked that you review it and return it to me by yesterday.
3. Yesterday I read the policy you drafted...

### Behavior:

*What was the specific behavior you are happy or concerned about?*

Be able to describe the specific performance or behavior you have noticed.

1. ...you stated that you disagreed with our position on this proposal.
2. You have not given your comments on the report.
3. Your policy statements reflect everything we talked about, and was clearly written and well proofed.

### Impact:

*The important part... what was the impact of the behavior on other employees, us, the unit, or others in the Organization?* This is the piece that is often ignored and is the important piece that links the performance back to the work.

1. This caught me off guard and made me spend time answering questions about an issue we had agreed on; this took time away from the key points of our presentation.
2. Because I am missing your comments, I couldn't send the report out on time so our unit missed our opportunity to comment on this important issue that really affects us.
3. Because your policy statements are so clear and accurate, it allows us to turn our reports in on time.

## Desired outcome:

*Clearly state what you would like to have happen and asks the employee to discuss the issue.*

- 1. Before we give a presentation, I want to be sure that you and I are in agreement with what we are presenting so our unit has a better chance of getting what we are requesting. What can we do to make this happen?*
- 2. Meeting report deadlines is an expectation in your performance plan, and I'd like to help you do as well in that expectation as possible. What's keeping you from getting reports to me on time and what do we need to do so you can keep your commitment? Or do you have any recommendations/suggestions on how you can keep your commitments?*
- 3. Some of the others have difficulty putting together a strong document; would you be willing to help the other writers so that we can raise the over-all quality across our team?*

## Roles:

*Clearly define what role they will play and making the adjustment, and what role you will offer in supporting them.*

- 1. Would you be willing to take the lead for communicating any concerns in advance? I will commit to checking with you prior to the next meeting.*
- 2. I'd like you to take responsibility for developing a correction plan by next week to get this on track. I will review and finalize it with you, and will support you along the way.*
- 3. Can you take the lead on this effort? I will offer any resources I can to help.*

## Considerations:

What might I say or do to engage the employee in a productive conversation?	
How do I expect the employee to react?	
How might I handle his/her response to ensure the conversation is productive?	

## Specifying the Behavior

*How clearly can you articulate the behavior that you are seeing as the problem?*

<b>Generalization:</b>	<b>Specific Behavior:</b>
<i>"You are playing favorites."</i>	<ul style="list-style-type: none"> <li>• <i>"For three weeks in a row you have allowed Joe Blow to set his preferred schedule before others have set their schedules."</i></li> <li>• <i>"On four occasions you have asked to work with one particular staff member, even though other staff members are available."</i></li> </ul>
<i>"You are micromanaging me."</i>	<ul style="list-style-type: none"> <li>• <i>"Last Thursday you asked to review the records even though I told you I had thoroughly reviewed them and approved them."</i></li> <li>• <i>"For six months in a row you have asked to see the schedule even though it is my responsibility to set it."</i></li> </ul>
<i>"You don't respect me."</i>	<ul style="list-style-type: none"> <li>• <i>"On Monday morning I asked to be included in the meeting and you declined my request."</i></li> <li>• <i>"Yesterday when we met you spoke to me in an aggressive manner."</i></li> <li>• <i>"On three occasions you have over-ridden decisions I have made."</i></li> </ul>
<b>Generalization:</b>	<b>Specific Behaviors:</b>

# Articulating the Impact

## *Or, Don't Speak Greek to a Turk*

***How clearly can you articulate the impact that certain behavior is having, in a way that will get someone's attention?***

When trying to get someone's attention regarding the impact of their behavior, don't just blurt out the first thing that comes to mind. Chances are it will be in *your own language*, or will highlight things *you care about*, but not necessarily things *they* care about.

*You've got to speak their language.*

### **What do they CARE about?**

- **The Bottom Line:** Some people (esp. senior leaders) will be very attentive to anything that impacts "the bottom line" for the organization. Speak in terms that show how a behavior or situation is impacting the bottom line, e.g. *"This is costing us \$X per month in lost revenue"*, or, *"We may lose a staff member as a result and it will cost us \$X to recruit and train a replacement."*
- Remember, don't BS them. Do your homework and know what you're talking about. Be able to defend your point rationally with data.
- *Note: Don't just assume that the only thing they care about is "the bottom line". This may be true, but don't jump to this conclusion too quickly.*
- **The Beneficiary:** This can often get attention, if the connection is real. E.g., *"This would improve our customers experience by..."* or, *"This is having a negative impact on the public's experience by..."*; but you have to make the link clear (not just "this is bad for the public").
- **The People:** Many individuals are responsive to and truly care about the people involved. Whether this shows up in the midst of a hectic workplace, consider whether this is the way to get their attention. E.g., *"This is having a very negative impact on team moral"* or, *"This is very stressful for the staff."*
- **The Organization:** Some people will care about "The Organization" for its own sake. Consider, *"This is making our organization look bad"*, or *"This would improve the way our Office / Organization is viewed by..."* or, *"Imagine if we were on the front page for this..."*.
- **Themselves:** Let's face it – at some level, we all care about ourselves. Consider playing to someone's ego. *"This is making you look less professional"* or, *"Something that I think would strengthen your standing around here would be..."*
- **Other?** *What else might someone care about that can get their attention?*

# SBIDR: Worksheet

**Note:** Complete one "worksheet" below for each specific behavior to be addressed.

What is the <b>S</b> ituation?	
What is the <b>B</b> ehavior that needs addressed?	
What is the <b>I</b> mpact of the behavior?	
What is the <b>D</b> esired outcome?	
What is their <b>R</b> ole in making the requested adjustment? What <b>R</b> ole will you play in supporting them?	