

# Prepare to give motivating feedback



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Don't wait for performance reviews to give your staff feedback. It's important to recognise good work and deal with issues as they occur.

The more you practice giving feedback, the better you'll be at giving people clear feedback they can act on. Feedback helps staff recognise their strengths and weaknesses. It shouldn't only be negative. But asking people to change their behaviour can be the hardest feedback to give.

Prepare your answers in private. Then meet with your employee to give your feedback and explore what needs to change. Keep a copy for your records.

**It's a good idea to do this worksheet when:**

- You don't feel heard.
- When the problem doesn't seem like a big deal.
- It's a sensitive or tricky topic.
- You may need to start formally managing performance.

**It will take about 15 minutes to complete.**

This worksheet is based on The Center for Creative Leadership's SBI model:

1. Identify the **situation** (S) 2. Describe the **behaviour** (B) 3. Explain its **impact** (I).

Use steps 4 and 5 to explain what you'd like done differently, and why. Meet with the person to discuss it in step 6.

## Example one

### 1. Situation

At the client's house yesterday.

### 2. Behaviour

You didn't take off your muddy boots before going into the customer's house.

### 3. Impact

She complained you got mud on her carpet. I had to pay to clean it, and am worried she won't use us again.

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### 4. Behaviour change

Please take off dirty clothing before going into customers' houses.

### 5. Why

It's important we impress clients to get repeat business. Paying for damage also stops me spending money elsewhere.

### 6. Discuss

"Taking my boots on and off makes me late for the next client."

"Ok, let's give you more time between jobs."

## Example two

### 1. Situation

The last four team meetings.

### 2. Behaviour

You were chatting to team members instead of focusing on the meeting.

### 3. Impact

We didn't get through everything. The time I've taken to give extra briefings has stopped me working on other things.

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### 4. Behaviour change

I'd like you to focus on what we're talking about instead of distracting others.

### 5. Why

When people aren't clear what they need to do, projects drift. When we're late invoicing for work, it affects cash flow.

### 6. Discuss

"I feel rude not asking people how they are at the start of the meeting." "Please make time to chat afterwards instead."

Use this page to focus your thoughts.

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# 1. Situation

## When and where did it happen/is it happening?

Be as specific as you can, eg in a client meeting, when they approach a certain task.

Putting feedback into context makes it easier for the person to reflect on what they did. It stops you generalising, eg "You're always talking over people in meetings". It also stops you making assumptions that may damage your relationship, eg "You don't care about your work".

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# 2. Behaviour

## What did they do?

When possible, try to describe behaviour you've directly observed.

**TIP:** Remember to give people negative feedback in private.

Use this page to focus your thoughts.

## 3. Impact

### What was the result?

How did the person's behaviour affect you, others, or impact your business?

Explaining how behaviour affects others helps people see the bigger picture. It gives them the chance to consider:

- what they need to do differently
- how they might apply the feedback to other areas of their work.

## 4. Behaviour change

### What would you like them to do instead?

Don't rule out changing your mind once you've heard their point of view.

**TIP:** Remember, your feedback is the start of a wider conversation. Be open to hearing what the other person has to say.

Use this page to focus your thoughts and record notes from your meeting.

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## 5. Why

### How will doing things differently be better?

Explain the long-term impact, as well as the immediate result, eg when projects drift we're late invoicing clients, which affects cash flow.

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## 6. Meet one-on-one

### Give your feedback and discuss.

Now you've gathered your thoughts, meet to give and discuss your feedback. Give people the chance to put forward their point of view. Work together to decide how they'll do things differently.

### Notes from your meeting