

Feedback without the Cringe

- Your team are asking for feedback but you don't know where to start?**
- You want to keep your team happy so avoid saying anything bad?**
- The thought of delivering bad news makes you cringe all over?**
- You've got a solid team; the last thing you need is to upset anyone?**

THE PURPOSE

When people talk about feedback, we instantly think of the negative. Not all feedback is bad! Whether positive or developmental, you should have a framework!

In an ever evolving business landscape, companies that prioritize feedback will remain agile, high performing and well positioned for highly engaged teams.

Giving feedback takes practise. Learning to manage your own emotions, say what is needed in a way that lands and managing your employees emotions takes a lot of care and consideration.

Don't get consumed by your own emotions, or theirs, and deliver feedback without the cringe with my take on the [SBI framework](#) to get you thinking about the topic, the conversation, the impact and the solution.

The purpose of using a framework for feedback is to provide:

- Clarity
- Consistency
- Positive repetition or remediation



THE FRAMEWORK

- **S**ituation
- **B**ehaviour
- **I**mpact
- **S**olution (added bonus by Laura Lillie Coaching)

THE PROCESS

Before delivering feedback, good or for improvement, go through this framework by preferably writing or typing out each heading. This will allow you to go through the motions of gathering your thoughts.

As you get more comfortable with the framework, you can learn to go through the motions mentally.

The Situation:

Describe the situation, and be specific about when, where and what occurred. Avoid generalities like “last week” or “Remember when we spoke a while back”. Instead use specific dates and times for example:
“during the 10am team meeting on Friday Jan 4, last week...”

The Behaviour

Refer to the specific observable action or behaviour that needs to be addressed. Stick to the facts only and do not insert your opinion or personal judgements. Do not assume you know what the other person was thinking at the time. For example:

“You were interrupting the conversation during the team meeting”

vs

“You interrupted me whilst I was talking to the team, and it was rude”



The Impact

Describe the effect and results that the behaviour had on you, them or others involved. The person is more likely to absorb what you are saying if you describe exactly happened and your true feelings, rather than passing judgements. It can help to share the consequences of the behaviour as well. For example:

“It was frustrating for me and the team to be interrupted. It prevented others from speaking and sharing their ideas which impacts the team from speaking openly in future.”

If the feedback is positive:

“I was really impressed how you handled that objection from that client without the support from the technical team. You are seen as a confident sales person by the client”

The Solution

After going through the situation, the behaviour and the impact; it is important to discuss the solution to either stop, start or continue the behaviour. At this point, you can ask open ended questions to the person to get their initial response for a solution. Ultimately they are in charge of how they conduct themselves, so encouraging them to provide a solution can increase accountability. For example:

“What do you feel is the solution to prevent this from reoccurring”

Or

“What do you feel is needed to help you maintain this behaviour/outcome/result”



EXAMPLE CONVERSATION:

An employee does always accept feedback

Manager: (Opening summary of the situation) I wanted to talk to you about something that's been on my mind. I've noticed that when I offer constructive criticism or feedback, you seem to have a hard time accepting it. I wanted to get your perspective on why that might be.

Employee: (defensive) What are you talking about? I'm always open to feedback.

Manager: (using the S-B-I model) The specific situation I'm referring to is when I gave you some feedback on your last project, during our 1:1 on Friday and you seemed to become defensive. The behavior I observed was that you didn't seem open to hearing the feedback, and instead, you became very quiet and dismissive. The impact of this was that I couldn't offer feedback that could help you grow and develop your skills.

Employee: (still defensive) I don't believe that's true. I'm always open to feedback for improvement.

Manager: (remains patient in B-I) I understand, however it's important to remember that feedback is not a personal attack. It's an opportunity for growth. When you shut down and become defensive, it can make it challenging for us to have open and honest conversations that benefit both you and the company.

Employee: (reflecting) I see what you mean. I didn't realize that my behavior was coming across that way.

Manager: (using Solution) I didn't want to assume you knew how it was coming across. It's essential that we can have open and honest conversations about areas of improvement. I appreciate your willingness to listen and reflect today. Moving forward, what do you feel we can do to continue to support open communication around feedback?



Employee: It would be great to have a regular feedback time in our 1:1 so it is more structured rather than a side conversation.

Manager: That's a great idea. Can you add a week agenda item to your 1:1 document so we have time during our 1:1 each week for feedback both ways? Great suggestion to ensure that we can have productive conversations that benefit both you and the company

EVALUATION

The manager was able to effectively identify the specific situation, the behavior observed, and the impact it had on the workplace. The model helped to keep the conversation focused on the issue and provided a clear structure for the feedback. The manager also invited the employee to provide a solution as well as ownership of making it happen each week. The manager showed patience and empathy towards the employee's defensive reaction, defusing it by explaining the impact of their behavior.

Now it's your turn to get prepared. Using this feedback prep-sheet, go through the framework and get prepared to deliver feedback without the cringe... but with confidence instead!

If you're a People Manager looking to elevate your capabilities and this Playbook was helpful.... **let's connect** for a no obligation chat

Check out my **3 Month Emerge Program** that packs a punch in setting you up for success.

I guarantee that you will come away with fundamental management skills and tools that you wished they had sooner, that drive accountability and results that enable you to emerge as the leader you want to be.

Let's Chat



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