



## Giving Feedback – SBIFI Model

	Summary of component	Examples – What to do & What to avoid
<b>Situation</b>	“When” & “Where” etc. - Objective, fact-based	DO: “During yesterday morning’s team meeting... AVOID: “You always...” “Everytime...” “Whenever there is a meeting...”
<b>Behavior</b>	Actions that you have observed Avoid assumptions or judgments	DO: “During yesterday morning’s team meeting, you interrupted me when I was speaking twice, and the data you presented was incorrect” AVOID: “You never prepare for meetings... You’re not focused on details... Someone told me that you don’t seem to be paying attention”
<b>Impact</b>	Communicate the impact of the behavior on you & others. Use “I” statements. Take ownership for your views.	DO: “During yesterday morning’s team meeting, you interrupted me when I was speaking twice, and the data you presented was incorrect. I felt upset because it seemed to me like you weren’t paying attention or giving the meeting the attention that it deserves.” AVOID: “Everyone felt that you weren’t paying attention, team morale is low because of you.” (generalisation, accusations)
<b>Future</b>	Negative feedback: discuss what the team member could do to change this behavior Positive feedback: explore how they can build on this Allow the team member to suggest solutions first. Be constructive, specific, express support	DO: “What do you think you could do differently?” If they understand and take responsibility, agree with them and build on that. If they do not have constructive solutions, ask them to reflect on taking responsibility and offer your point of view. E.G.: “Moving forward, I’d like you to consider preparing in advance before meetings, and practicing mindful listening and not interrupting during conversations. AVOID: “Go home and think about this. What you did was terrible.”
<b>In-group</b>	End with a focus on working together Emphasis on moving forward with shared vision, values, goals & purpose	DO: “I’m giving you this feedback because I have confidence that you can do this. We’re on the same side and I’m committed to your growth. Your contribution is essential for this team and the vision of this organisation.” AVOID: “I’m not sure if you’re going to get there. You’re the only person who is dragging this team down. I don’t have this problem with anyone else.”