



# **DPMAP: 21st Century Performance Management**

## **IMCOM Update - #16**

### **DPMAP: Situation - Behavior - Impact (SBI) Model**

Probably the weakest link between supervisors and employees is effective continuous feedback. Unfortunately, there is a huge disconnect in preparing employees to take on supervisory roles. Consequently, these employees are not trained or prepared to provide effective feedback.

We now know that continuous feedback is an essential element of a successful performance management program. One good way to address the challenges of giving feedback is to use a tool to help you focus your feedback. The Center for Creative Leadership (CCL) has created one such tool called the Situation-Behavior-Impact (SBI) model.

Effective feedback can help the receiver understand exactly what he or she did and what impact it had on you and others. When the information is specific but without interpretation or evaluation, there is a better chance that the person getting the feedback will be motivated to begin, continue, or stop behaviors that affect performance. The CCL has developed the SBI model as a simple way to help the receiver understand the impact his or her actions had on you or others.

The SBI Model contains THREE key elements:

**Situation** = The setting and circumstances (when and where) it anchors feedback in time, place, and circumstance and helps the receiver remember and/or understand the context.

**Behavior** = Observable actions of the person you're giving the feedback to (what the person did that you observed). Telling what you observed allows the feedback receiver to know exactly what he or she did that had impact.

**Impact** = Emotions and feelings you have as a result of the behavior (what the behavior causes). When you share your feelings and thoughts, and how you or others behaved as a result of the feedback receiver's behavior, you are explaining the consequences of the behavior that the receiver may not have considered.

Note that, when it's a supervisor talking to an employee, this might be a good place to ask the employee what he or she thinks their behavior causes, rather than telling them. This creates more of a coaching conversation/learning point for the employee. This model takes emotion and assumptions out of the conversation and focuses on observable facts.

**Until next time.....Stay Tuned and Stay Positive!**