

LEADERSHIP TOOLKIT

Feedback

Feedback is how we learn about ourselves through the eyes of others. Meaningful feedback - when provided on an ongoing basis - directly supports team members' agility, improves work performance and engagement, and retains talent. Data also shows that 80% of employees who say they received meaningful feedback weekly are fully engaged at work ([Gallup](#)).

Use this toolkit to deepen your understanding of two core feedback models (SBI & Radical Candor) and reflect on how to cultivate a strong feedback culture with those around you.

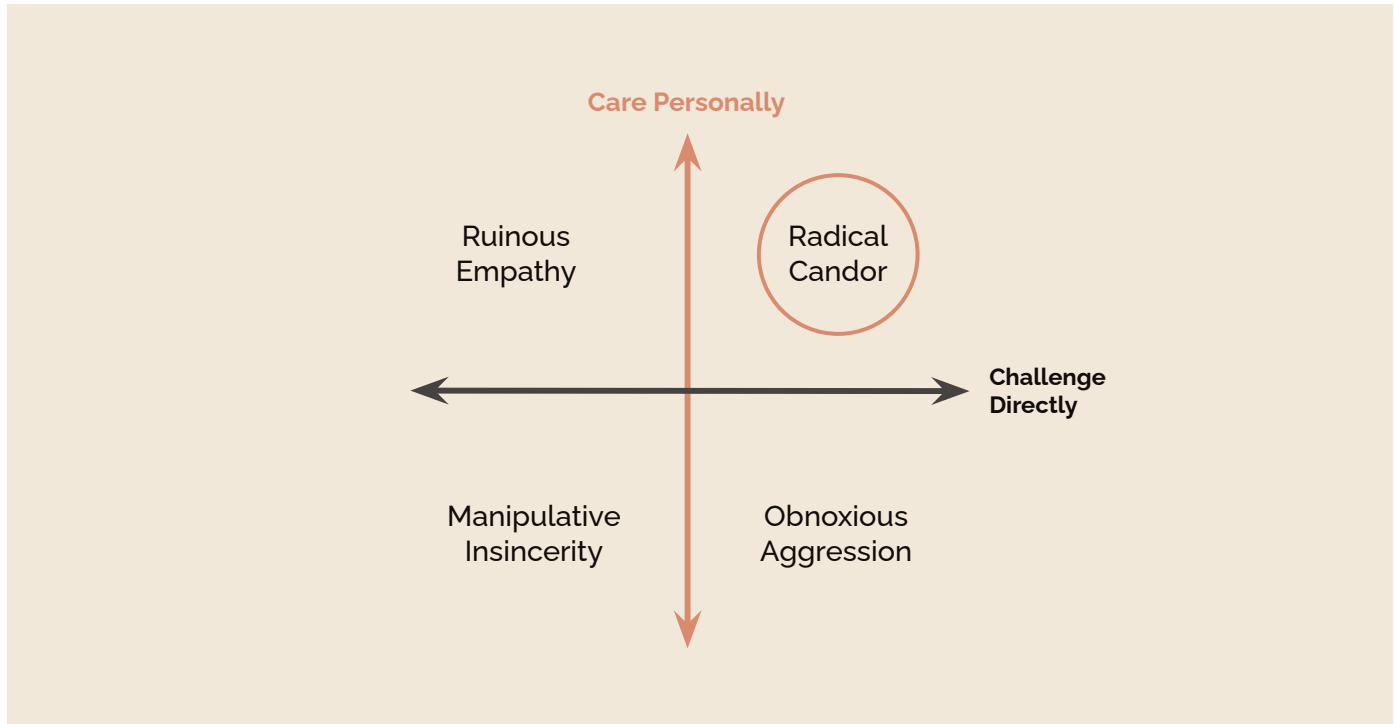
SBI Feedback Model

The SBI Feedback Model from the Center for Creative Leadership provides a clear feedback structure to help reduce anxiety while delivering feedback & defensiveness when receiving it.

S	Situation	Describe the situation. Be specific about when/where it occurred.	"During our team meeting yesterday..."
B	Behavior	Describe the observable behavior. Do not make assumptions and avoid vague language.	"you brought a proposal for the team to review but didn't provide pre-read time or sufficient context..."
I	Impact	Describe the results of that behavior - what happened as a result.	"which made it difficult for the team to provide helpful feedback in real time."
	Discuss	Close with a question to invite the other person to share their intention and potential solutions.	"What were you hoping to get out of that time? How could you approach this differently to better leverage the team?"

Radical Candor

Kim Scott's Radical Candor is a communication framework for specific, sincere praise and kind, clear criticism.



- **Radical Candor** requires you to both care personally and challenge directly. Those who do this well build strong relationships and share their opinions with humility. You must symbolically (possibly physically) be on the same side of the table as those you work with by showing them that you are aligned and interested in pursuing the same outcomes. For example, "I know you're looking to have more influence in decision-making, so I want to give you feedback on your communication."
- **Obnoxious Aggression** (brutal honesty) happens when you challenge, without care.
- **Ruinous Empathy** occurs when you care personally but fail to challenge directly, sparing someone's feelings in the short-term but robbing them of the honesty and clarity they need to grow.
- **Manipulative Insincerity** (passive aggressiveness) results when you do neither. You flatter someone while speaking poorly of them to others.

Reflection

Delivering and receiving feedback is deeply entwined with establishing trust with teams and stakeholders - something that's hard to build and easy to lose. Use this reflection to identify ways to deepen your feedback practice.

Frequency | How frequently do you provide feedback to your team? To your peers or key stakeholders? (Multiple times per week? Once a week? Once a month?)

Clarity | How clear and concise is your feedback, positive or constructive, on a scale of 1 (not clear) to 5 (extremely clear)? How could you use SBI to make it even clearer?

Care | Think of one person you need to give feedback to. How can you align your goal with theirs to demonstrate that you care about achieving the same outcomes? What can you do to more explicitly show that you are invested in their growth when providing feedback?

Challenge | What is at stake if you don't learn to challenge others directly? How can increasing this awareness help you shed old patterns that no longer serve you?

Commitment to Action

How will you integrate these learnings into your leadership? Ideas include:

1. Challenge yourself to share SBI feedback immediately - find 2-3 minutes between meetings. Don't wait for 1:1s.
2. Use follow-up questions to demonstrate care (ex. "How do you feel about the priorities of the teams you're dependent on? Have you addressed this with them directly?")
3. To build awareness, insist on receiving feedback as much as you give it. Have a go-to question (ex. "What could I do or stop doing that would make me 10% more effective?")