WORKSHEET + WORKED EXAMPLE

Feedback That Opens a Conversation

A clear opening, a real question, and space to change your mind.

10-15 minutes | SBI / SBII feedback

Use it in three moves

1. Pick one moment you can describe without guessing what someone meant. Talk about its effect on the work or on you.

2. Read your opening aloud. Remove the verdict about the person. Keep the thing you actually need to discuss.

3. Ask how they saw it. Write the next step together after you have heard their account.

Which moment?

Name the meeting, shift, or exchange.

What did you see or hear?

Describe actions. Leave out labels such as careless, difficult, or uncommitted.

What was the effect?

Separate what happened from what you fear might happen.

Feedback That Opens a Conversation

YOUR WORKING NOTES / CONTINUED

What do you want to understand?

Ask a question whose answer could change your view.

Your part in the conditions

An expectation, deadline, or handoff you may need to change.

A possible next step

A proposal to discuss, not a demand disguised as a question.

A question for me

What in the way I organize the work might be contributing to this?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Which moment?

Tuesday's rota handoff

What did you see or hear?

I received the rota at 4 pm, after the 2 pm planning meeting.

What was the effect?

I could not confirm cover with the team during the meeting.

What do you want to understand?

What was happening on your side before the handoff?

Your part in the conditions

I had not made it clear who could approve the shift changes.

A possible next step

Could we agree who can approve changes, and flag any unresolved ones before the meeting?

The thinking behind it

Your account is one account. Nic's writing on shared language asks us to translate before we judge. What might make sense from the other chair?

The Center for Creative Leadership developed Situation-Behavior-Impact (SBI™) to make feedback specific. Its SBII extension adds a question about intent. This exercise uses that conversational structure and leaves the next step open until both people have spoken.

The Center for Creative Leadership on SBI and intent

Read Stop Chasing Psychological Safety by Nic Payne