

Feedback

Throughout the APD process there are opportunities to share and review feedback already shared. Even though there is a scheduled formal APD conversation each year feedback should not be reserved to share only during a performance review. If feedback is held over it will become less relevant, less receivable, and overall less likely to result in high performance.

SBIN Model

The SBIN model is a structure for giving non-judgmental and solution focussed feedback.



Helpful tool for discussing 'Behaviour' – if you can't capture it on a video camera, it's probably not a behaviour. For example, disorganised vs running late to work, disengaged vs texting during a meeting.

Examples

Reinforcing feedback	Improvement feedback
<p>S: On Monday during our 1:1</p> <p>B: You offered to take over X project and have since delivered both the scoping and budget documents</p> <p>I: Taking on this work has really helped your colleagues during a time of peak workload. I've really appreciated your collaborative approach in the team.</p> <p>N: How are you finding the project?</p>	<p>S: During your presentation in the team meeting this morning</p> <p>B: I noticed that two of the figures in the projected budget were not what we had agreed</p> <p>I: I was caught of guard by this and felt unable to answer questions adequately.</p> <p>N: Before future sessions could we please have a quick review of the presentation material?</p>

Top tips

- Be conscious of timing and setting when delivering feedback. Start the conversation by asking for permission – e.g. *'I'd like to talk to you about the meeting this morning, is now a good time?'*
- Giving feedback in a timely way is critical to ensure that the feedback is useful and actionable.
- SBIN works just as well for positive feedback as constructive. The benefit of providing specific positive feedback is that it feeds development, ongoing performance and recognition.
- Where possible, focus on what's working. It's often easier for people to take something they're already doing and do more of it. It's harder to be confronted with shortcomings and try to figure out a way to get better.
- Be conscious that feedback is coming from your perspective and frame it accordingly. Invite the perspective of the other person.
- Create a feedback culture – give and encourage regular feedback in your team, ask for feedback, model receiving feedback and taking this on board.