Giving Effective Feedback ("CBIN" Model) to Your Manager
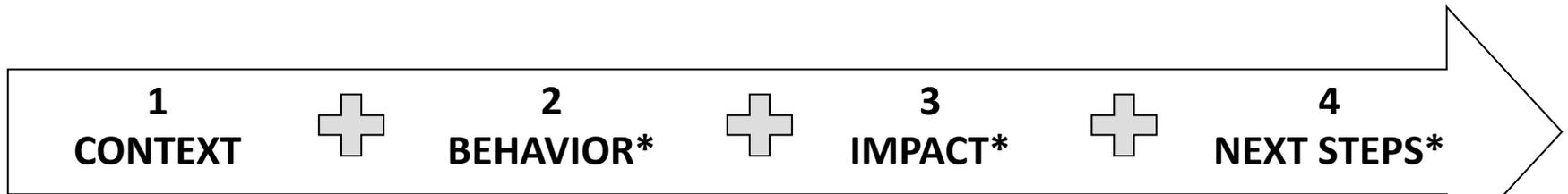
1 CONTEXT	➕	2 BEHAVIOR*	➕	3 IMPACT*	➕	4 NEXT STEPS*
Describe the situation. Be as specific as possible. Give in a timely way.		Describe the behavior as if watched in a movie. Avoid drawing conclusions.		What were the results – positive or negative – of this behavior?		What specific behavior should be maintained / changed in response to feedback? Why should it be made?

POSITIVE FEEDBACK TO YOUR MANAGER

Yesterday, when you walked by my desk, you asked how thing were going…		*You stopped when I said, "Terrible, I'm overloaded," and asked how you could help – maybe with the work or getting me some lunch.*		*I want to tell you how helpful that was for me. Even though I couldn't hand you any work and I didn't need any lunch, I felt so supported.*		*I know this is something you do all the time, so I hope you'll keep checking in. Now that I know what it meant to me, I'll try to do the same.*

CONSTRUCTIVE FEEDBACK TO YOUR MANAGER

|						
Yesterday, Professor Jones, when you gave me your course notes to prepare…		*You walked away before I could ask any questions about how you wanted them done.*		*I couldn't find you to ask questions, so I had to guess how you wanted them done. This took more time than you expected and they might not be correct.*		*Next time, it would be helpful if you could give me a few minutes for my questions when you hand me assignments. That way I can do it correctly the first time, leaving more time for other assignments.*

*We recommend checking in with counterpart after parts 2-4

Giving Effective Feedback ("CBIN" Model) to a Direct Report
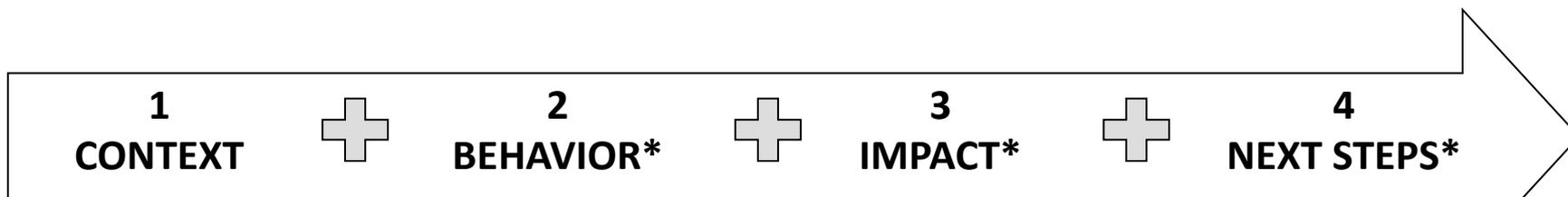
1 CONTEXT	2 BEHAVIOR*	3 IMPACT*	4 NEXT STEPS*
Describe the situation. Be as specific as possible. Give in a timely way.	Describe the behavior as if watched in a movie. Avoid drawing conclusions.	What were the results – positive or negative – of this behavior?	What specific behavior should be maintained / changed in response to feedback? Why should it be made?

POSITIVE FEEDBACK TO A DIRECT REPORT

Yesterday, when you walked by my desk, you asked how thing were going…	*You stopped when I said, "Terrible, I'm overloaded," and asked how you could help – maybe with the work or getting me some lunch.*	*I want to tell you how helpful that was for me. Even though I couldn't hand you any work and I didn't need any lunch, I felt so supported.*	*I know this is something you do all the time, so I hope you'll keep checking in. Now that I know what it meant to me, I'll try to do the same.*

CONSTRUCTIVE FEEDBACK TO A DIRECT REPORT

|			
At our staff meeting yesterday…	*Every time that Lee spoke, you turned away and started talking with Jay, or you opened your laptop and checked your email.*	*I saw that Lee noticed this. After the 3rd or 4th time you did this, Lee stopped saying anything for the rest of the meeting. Lee knows a lot about our topic; I think we really missed out on Lee's ideas.*	*From now on, during staff meetings please focus your full attention on each speaker so that everyone continues to participate and we work more effectively as a team.*

*We recommend checking in with counterpart after parts 2-4

Human Resources

Identifying Observable Behavior

| 1 CONTEXT | + | 2 BEHAVIOR | + | 3 IMPACT | + | 4 NEXT STEPS |
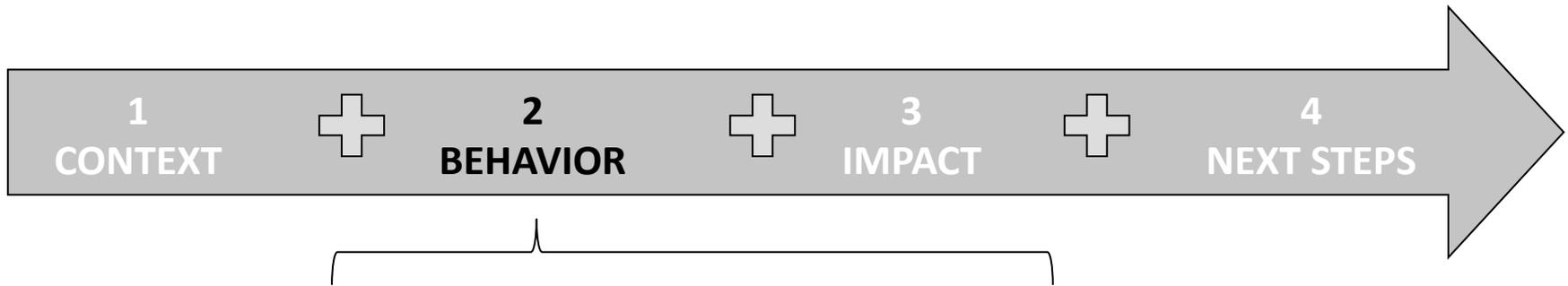
✗ Attribution

Attribution refers to assigning meaning or inferring intention to a person's action.

For example, in noticing that Lee's work was not completed on time, an attribution is, "Lee doesn't care about the work." In fact, Lee may care very much, and could have other reasons for not getting the work done as planned.

✔ Observable Behavior

Observable behavior is a behavior or a set of behaviors that can be noted through one of the senses. Observable behavior in the workplace can generally be seen or heard, and is usually described by action words, such as "interrupted", "spoke loudly", "rolled their eyes", etc.

For example, "Lee did not turn the work in on time," would be observable.