



Center for  
Creative  
Leadership®

# FEEDBACK THAT WORKS

How to Build and Deliver Your Message

————— **Second Edition** —————



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# WHAT IS EFFECTIVE FEEDBACK?

**One of the best development actions you can take** is to communicate a specific message based on observed performance. The Center for Creative Leadership (CCL) defines feedback as information that you give in response to actions you observe in others. You may have told a fellow manager, a coworker, or even your boss that he is a good leader, or that she communicates well, or that he needs to be more strategic. You may believe that such statements are helpful examples of feedback. But such statements only evaluate or interpret; they don't describe a specific behavior so that a person can learn and develop by repeating or avoiding that behavior.

Effective feedback is developmental. It should enable the person receiving the feedback to understand exactly what he or she did in a particular situation and the impact it had on others. When feedback is this specific and this direct, there is a better chance that the person getting the feedback will be motivated to begin, continue, or stop behaviors that affect performance.

Think about feedback you have given to coworkers, bosses, or direct reports about their performance. Then ask yourself: What did the person do that made you think he was a good leader? What did she say and how did she say it to make you think she communicates well? What did he do that made you conclude his thinking wasn't strategic enough?

In the pages that follow, you'll learn how to answer questions like these as you develop your feedback skills using the SBI (Situation, Behavior, Impact) Feedback method. After reading this book, you will be able to:

- give feedback to a boss, peer, or direct report that accurately represents your thoughts without blame, judgment, or emotion
- deliver feedback in a way that is easy for the recipient to understand
- become more conscious of a person's actual behavior and the messages it sends
- understand the importance and nuances of giving effective virtual feedback
- increase your awareness of the emotional responses you have to the actions of others
- increase the likelihood that you will receive more feedback that you can use for your own development.

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## Suggested Resources

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## ***Feedback That Works Workshop Kit***

How do we confidently give each other direct, honest and timely feedback without emotion or judgment to achieve our goals? CCL's workshop kit teaches our simple, powerful, and effective feedback model that enables your employees to give and receive focused, productive feedback.

## **Additional Resources: Feedback Guidebook Package**

<https://solutions.ccl.org/FeedbackGuidebookPackage>

The Feedback Guidebook Package includes:

- *Feedback That Works: How to Build and Deliver Your Message*
- *Ongoing Feedback: How to Get It, How to Use It*
- *Feedback in Performance Reviews*

Email: [info@ccl.org](mailto:info@ccl.org) or Call +1 336 545 2810

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## Background

The advice given in this guidebook is backed by CCL's research and educational experience, which has over the years demonstrated the value of (1) assessment for development and (2) systemic development.

Assessment for development has been a focus of CCL since its beginning in 1970. At that time, standard business practice was to evaluate employee performance but not share the results of those evaluations with the employees themselves. When CCL developed its Leadership Development Program (LDP)<sup>®</sup>, that notion was set aside and replaced by the then radical idea of sharing evaluation information with the people being evaluated. That sharing was, and still is, a feedback-intensive experience.

CCL understood from the start that developing the capacity to lead was not something that could be accomplished by a single event. CCL research and experience helped that understanding evolve to a recognition that leadership must be developed by means of a continual and systemic process, and that an essential component of this process is ongoing feedback.

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# FEEDBACK THAT WORKS

How to Build and Deliver Your Message

————— Second Edition —————

Providing feedback to others about their performance is a key developmental experience. But not all feedback is effective in making the best use of that experience. This book demonstrates how to make the feedback you give more effective so that others can benefit from your message.

In this new edition, we've updated how we talk about, teach, and demonstrate the SBI Feedback model, which has helped many leaders give actionable, direct, and objective feedback. We've also added material dealing with giving virtual feedback, and incorporated up-to-date research from both inside and outside CCL to make sure you can best meet the leadership challenges you face in today's world.

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Ideas into **Action**