



## MANAGER RESOURCES

### Performance Feedback Models

Effective feedback is essential to workplace growth, performance, and collaboration. When delivered well, feedback not only improves results but also strengthens relationships and fosters trust. Different models provide structured approaches that make feedback easier to give and more impactful to receive.

This handout introduces three practical feedback models you can use in everyday conversations. By learning and applying these models, you can tailor your approach to different situations, making feedback more meaningful, actionable, and effective.

#### MODEL 1: ASK-TELL-ASK

Use when: You want the co-worker to self-assess their work or performance, and when building psychological safety matters.

- **Ask:** “How do you think that went?” “What’s going well this week, and where do you feel stuck?”
- **Tell:** Share your perspective clearly and constructively
- **Ask:** “What would you do differently next time?”

Examples:

- “How do you think the presentation went?”
- “I noticed the flow was off after slide 4, we lost the audience a bit.”
- “How could you structure it differently next time?”

#### MODEL 2: EVEN BETTER IF (EBI)

Use when: Providing feedback on effort/work-in-progress or encouraging improvement without dampening motivation.

- “This might be even better if...”
- “Have you considered trying...”
- “It could be more effective if...”

Example:

- “Your proposal was clear and concise. It might be even better if you included client quotes to support the key points.”



### MODEL 3: SITUATION, BEHAVIOR, IMPACT (SBI)

Use when: You want to give clear, behavior-based feedback that centers the conversation on facts and impact.

- **Situation (S):** Describe the specific situation in which the behavior occurred. Avoid generalities that can lead to confusion.
- **Behavior (B):** Describe the actual, observable behavior. Keep to the facts. Don't insert opinions or judgements.
- **Impact (I):** Describe the results of the behavior. Describe exactly what happened and explain its impact.

Constructive Example:

- **Situation (S):** During yesterday's team meeting when we were reviewing the Q3 sales report...
- **Behavior (B):** You interrupted Sarah twice while she was explaining her analysis, and then you changed the topic before she could finish.
- **Impact (I):** This made it difficult for her to share her full insight, and the team may have missed important context.

Positive Example:

- **Situation (S):** During the client call this morning...
- **Behavior (B):** You took the time to restate the client's concerns in your words and asked if you understood them correctly.
- **Impact (I):** This helped the client feel heard and build trust, which made them more open to discussing next steps.