

# FEEDBACK THAT LANDS

*Turning Performance Conversations Into Results*

Meridian Solutions · Talent Development

**S****B****I**

1

---

---

---

---

---

---

---

## WHAT THE DATA TELLS US

# 51%

of our employees say the feedback they receive helps them improve

# 68%

industry benchmark

*That gap is why we're here.*

2

---

---

---

---

---

---

---

## SORT THESE STATEMENTS

Observation — or inference? Discuss with your partner.

*"She submitted the report three days late."*

*"She doesn't respect deadlines."*

*"He interrupted the client twice during the presentation."*

*"He lacks professionalism."*

3

---

---

---

---

---

---

---

## THE SBI FRAMEWORK

S	B	I
SITUATION	BEHAVIOR	IMPACT
The specific context — when and where the behavior occurred.	The observable action — exactly what was seen or heard, not what was concluded.	The consequence — what it produced for the team, project, client, or relationship.

4

---

---

---

---

---

---

---

---

## SEE THE DIFFERENCE

STRONG	WEAK
<p>"In yesterday's project kickoff [S] — you stepped away and took a 10-minute call during the client presentation [B] — the client noticed, and the account lead had to redirect the meeting to recover. [I]"</p>	<p>"You were really unprofessional at the kickoff."</p>
	<div> <div>X No situation</div> <div>X Vague behavior</div> <div>X No impact</div> </div>

5

---

---

---

---

---

---

---

---

## YOUR TURN

### SCENARIO: JORDAN — MISSING REPORTS

Jordan is a high-performing analyst on your team. Over the past three weeks, Jordan has submitted weekly status reports two to three days late — consistently, without prior notice. The delay has twice caused you to miss a Thursday briefing to the VP because the data wasn't ready.

Prepare a feedback conversation using the SBI framework.

10 minutes · SBI structure · Use your workbook

6

---

---

---

---

---

---

---

---

## LET'S HEAR FROM THE ROOM

- 1 What did you say first — and why?
- 2 Where did the SBI structure help? Where did it break down?
- 3 What would you do differently with 30 more seconds to prepare?

7

---

---

---

---

---

---

---

---

## WHAT GETS IN THE WAY

### THE OBJECTION

*"They're going to get defensive."*

— heard in every session

### THE REFRAME

Defensiveness is a response to verdicts, not observations.

A specific behavior paired with a named impact gives someone something to respond to — not just a label to resist.

SBI doesn't remove the discomfort. It removes the argument about whether the label fits.

8

---

---

---

---

---

---

---

---

BEFORE YOU LEAVE THIS ROOM

**Name one conversation  
you've been avoiding.**

*Write it in your workbook. The job aid goes with you.*

9

---

---

---

---

---

---

---

---

# KEEP THE JOB AID.

*Use it before the next real conversation.*

*The discomfort before the conversation is smaller than the cost of not having it.*

Meridian Solutions · Talent Development

S

B

I

10

4