## Introduction:

The CBIA (Context, Behavior, Impact, and Action) Model of feedback is a great tool to provide either **positive feedback**, or **constructive feedback** to a team member or colleague. Fill out the “Script” boxes below to plan what you are going to say, and how you will say it.

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| --- | --- | --- |
|  | What to Consider | Script |
| **Context** | 1. Ask for permission 2. Share the situation, location, time, and other relevant information with your colleague. |  |
| **Behavior** | 1. Share the behavior you observed. Be as specific as possible. 2. Gain agreement from your colleague that he/she remembers demonstrating that behavior. 3. Do not move to the next step until agreement on the behavior has been established. |  |
| **Impact** | 1. Discuss the impact (positive or negative) of that behavior on performance at work. Share how the demonstration of that behavior relates to the organizational values. |  |
| **Action** | 1. If appropriate, discuss renewed, continued, or new commitment to act. |  |

## Positive Feedback Example

Below is an example of how to use the CBIA model to provide positive feedback.

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| --- | --- |
| **Context** | **Chris,** I wanted to talk to you about the report that we submitted last week. Do you have a few minutes now to talk? |
| **Behavior** | As we approached the deadline, you reached out by email and asked me if I was working on the report and shared where you were in the process. Do you remember that?  Once agreement is obtained… |
| **Impact** | I wanted to thank you for your proactiveness. It served as a reminder to me that the report deadline was approaching. And, because you were proactive it was easy for me to identify any additional information needed to complete the report. In my mind, you clearly showed how helpful our value of responsibility is in achieving our goals. |
| **Action** | Thank you so much. Do you mind sharing with me what you do in order to keep track of reports like this? |

## Constructive Feedback Example

Below is an example of how to use the CBIA model to provide constructive feedback.

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| --- | --- |
| **Context** | **Chris,** I wanted to talk to you about the report that we submitted last week. Do you have a few minutes now to talk? |
| **Behavior** | As we approached the deadline last week, I sent you an email asking whether you would be able to meet the deadline and if you needed anything from me and you said no. Then, on Wednesday, the day the report was due you shared that you didn’t have the data you needed to complete the report and you needed a few more days. Do you recall that?  Once agreement is obtained…  **Don’t move forward until agreement is obtained.** |
| **Impact** | Proactively thinking about what others need and following through on commitments is not just a way that we demonstrate the value of responsibility, but it is critical to us all being able to serve our rate payers and perform our duties. |
| **Action** | Can we discuss what we can do to avoid this from happening in the future? |

*Reach out to the Organization Development and Performance Team –* [*sdaorgdevperf@sacsewer.com*](mailto:sdaorgdevperf@sacsewer.com) *if you have questions or would like assistance with the above information.*