

CL 19

COACHING LAYER

Coaching an Embedded Practice in real work.



Communication &
Clarity



PRACTICE: The SBI Frame

Structure feedback as Situation, Behavior, Impact — so it lands as a description, not a verdict.

THE HOOK

Most feedback gets heard as a verdict on who someone is. SBI makes it land as a description of what they did — and that changes everything about whether it sticks.

DEFAULT

BEHAVIOR SPECTRUM

EMBEDDED

01

SIGNAL

Are they catching it in time?

Developmental feedback is about to go out. Note whether you're reviewing it beforehand or hearing about the reaction after.

You hear them prepping feedback for the 1:1 — a signal, not yet confirmed as SBI.

02

REDIRECT

Is the new or default action running?

Did they structure it as Situation, Behavior, Impact, or lead with a judgment? Can't tell, ask. Can tell, reinforce it.

They mention naming the specific moment before the impact. You reinforce it: "Do that again."

03

SHIFT

Is this a pattern, or one good moment?

SBI shows up in routine feedback too, not just the high-stakes conversations.

Third feedback conversation this month structured this way — not a one-off, a pattern.

04

EMBEDDED

Is it showing up unprompted?

No prompting needed. Feedback runs through SBI by default, and defensiveness drops.

A teammate says, "Feedback from her never feels personal." You name it: "Keep that."



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- The Practitioner's feedback lands as a judgment.
- The other person responds with a defense.

AFTER (Embedded)

- The Practitioner structures feedback as Situation, Behavior, Impact.
- The other person responds with a question.

THE GOAL

Consistent evidence feedback runs through SBI by default, in routine moments too — without a reminder.