

PE 19

PRACTITIONER EXPERIENCE

Experience 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

When does this matter?

Any time you're about to give developmental feedback — in a 1:1, after a meeting, or following a specific incident you observed.

You're about to tell a teammate their update ran long and lost the room.

02

REDIRECT

What do I do?

Structure it in three parts: Situation — when and where. Behavior — exactly what you observed. Impact — the effect it had. Stop there.

You say: "In today's standup, the update ran eight minutes — two people checked out by minute four."

03

SHIFT

How will I know it's working?

You'll know it's working when the person responds with a question instead of a defense.

They ask, "What should I cut next time?" instead of explaining why it ran long.

04

EMBEDDED

How do I know it worked?

The person hears what they did, not who they are. Feedback conversations get shorter and less charged.

A teammate says, "Your feedback never feels personal." They ask for it more often.



REPEAT UNTIL EMBEDDED

BEFORE (Old Pattern)

- Feedback lands as a judgment on who they are.
- They respond with a defense.

AFTER (Embedded)

- You structure it as Situation, Behavior, Impact.
- They respond with a question.

THE GOAL

Make feedback describe what happened, not who someone is.