



Based on the Center for Creative Leadership's SBI model, enhanced for dialogue, the SBI4 Model gives you six steps to follow that turn one-way feedback into an actual dialogue: Invite, Intent, Situation, Behavior, Impact, and Inquire. Use it to stay specific and keep your direct report talking, not just listening.



I - Invite: Create safety and buy-in



I - Intent: Share your positive purpose



S - Situation: Describe the specific context



B - Behavior: Focus on observable actions



I - Impact: Explain the effect and why it matters



I - Inquire: Seek their perspective

Invite & Intent Practice

Practice Scenario 1: A direct report consistently submits work that contains avoidable errors and requires significant revisions before it can be shared.

My Invite Statement:

My Intent Statement:

What felt natural? What felt challenging?

Practice Scenario 2: A direct report frequently appears disengaged during one-on-one and team meetings.

My Invite Statement:

My Intent Statement:

What felt natural? What felt challenging?

Behavior Description Practice

Convert these judgmental statements into statements that describe observable behavior

1. Judgmental statement: "You're being unprofessional."

Statement of Observable behavior:

2. Judgmental statement: "You don't care about quality."

Statement of Observable behavior:

3. Judgmental statement: "You're not a team player."

Statement of Observable behavior:

4. Judgmental statement: "You're always negative."

Statement of Observable behavior:

5. Your own scenario:

Judgment I tend to make:

Statement of Observable behavior instead:

Full SBI4 Practice Scenarios

Scenario A: A direct report rarely provides status updates on assigned work, making it difficult to anticipate project risks or offer support.



Invite:



Intent:



Situation:



Behavior:



Impact:



Inquire:

Scenario B: Meeting Participation: A direct report is reluctant to take ownership of new responsibilities and regularly waits for direction before moving work forward.



Invite:



Intent:



Situation:



Behavior:



Impact:



Inquire:

Read both statements out loud. What went well? What would you adjust?