**Context-Behavior-Impact:** The CBI Feedback Model

* Feedback is one of the best methods to develop leaders.
* This model can be used to guide the delivery of positive or constructive (negative) feedback.
* Many leaders deliver positive feedback well; however, most leaders struggle to provide constructive feedback.
* *Effectively delivering constructive feedback takes skill and courage*.
* Valuable and effective feedback is:
  + Candid – Deliver feedback straightforwardly; avoid restraining, sugar-coating, or only hinting at the real message.
  + Timely – It’s provided as soon as possible after an event or meeting.
  + Specific -- What was specifically said or done? How was it said or done?
  + Concise – Avoid excessive or rambling feedback.
  + Ongoing – It’s delivered regularly.
  + Balanced – Provides the same number of positive and constructive pieces of feedback (eg, two positives and then two constructives).
  + Delivered one-to-one, with a developmental and objective tone, in the spirit of helping the receiver to maximize his or her effectiveness.

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| Context | Behavior | Impact | Recommendation (Optional) |
| What was the context or situation (when, where, who, subject)? | What did the person say or do? How was it said or done? | What was the impact or repercussion on you? (What was the impact on others?) | A recommendation to the feedback receiver is optional. It is *not* required. |
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