# TOOL SITUATION-BEHAVIOR-IMPACT-INTENT

## OVERVIEW

When working with others in a collaborative setting, conflict is sure to arise. If left unaddressed, a group may experience a shift in attendance and participation, an impact in energy and enthusiasm, and shifts in interpersonal relationships – ultimately impacting a group's ability to reach the goal it set out to accomplish. According to the Center for Creative Leadership, SBII invites users to, "close the gap between intent and impact by clarifying the situation, describing the behavior, explaining the impact [and] exploring intentions]."

## WHEN TO USE

SBII is helpful when engaging in conflict is not something you are generally comfortable doing. It provides a simple structure that helps outline your thoughts before approaching someone with feedback. SBIIs are shared as close to the moment of impact as possible so that feedback is received quickly, and a path forward can be explored.



**SBII**

Providing grounded feedback

**S**ituation — Describe the situation. Be specific about when and where it occurred.

**B**ehavior — Describe the observable behavior. Don't assume you know what the other person was thinking.

**I**mpact — Describe what you thought or felt in reaction to the behavior.

**I**ntent — Ask the person what their intent was to better understand their behavior.

From the Center for Creative Leadership

## HOW TO USE

Start by grounding yourself in the different parts of the SBII. You can take mental notes, write your thoughts down, or ask a trusted colleague to verbally move through the exercise with

Adapted from the [Center for Creative Leadership](#)

you as you lay out the different sections. This trusted colleague is not the person you plan on sharing the feedback with but more someone to support verbal processing.

## Situation: When and where did it happen?

Think about when and where impact occurred. Was it in a meeting? Over email? During a conversation at the proverbial water cooler? Was it this morning? Last week? The more specific the better.

## Behavior: What was the action I observed?

Think about the specific action someone took that had an impact on you. Perhaps it was them cutting you off mid-thought, taking initiative on getting a task done, or moving an important keepsake from your desk. It will be tempting to think about, write down, or talk about patterns of behavior; SBII invites us to think about a moment in time rather than patterns.

## Impact: What did I feel/think/do?

Once the action occurred, what was the impact on you? What did you feel and where did you feel in your body? Which feeling words became true for you (e.g. discomfort, relief, hope, frustration)? Did your stomach start hurting or did your temperature rise? Did your thoughts become more rapid or slowed? Did the action lead you to *do* something in response? Dropping into your body, thoughts, and actions helps us be able to articulate how someone's actions directly impacted us.

## Intent: What am I left curious about?

What are you left unclear about from the situation and behavior? Perhaps what motivated the person to do what they did? Exploring intent helps get a better understanding of the other person's point of view.

**Once you have gathered your thoughts,** decide on a plan to share this feedback with the person who impacted you. It could be in a text, email, in person, or phone call – a time and method that feels safe to you and a situation where the feedback can be best received. Something to anticipate is that while you can control how and when you give feedback, you can't control how the person receives it and what they do with it. It does not guarantee changed behavior; it guarantees you using your voice to share about something that impacts you.

# COMMUNITY LEARNING MODEL
## *Culture of Collaboration*

Strengthen the capacities that support collaborative work such as facilitative leadership, communication, information sharing and shared accountability. These elements strengthen the ability to move through the stages of the Community Learning Model.

Situation-Behavior-Impact-Intent (SBII) is a tool for the Culture of Collaboration phase of the Community Learning Model. To learn more about tools for dialogue and the other areas of the Community Learning Model, visit civiccanopy.org/clm.