

# SBIR: A Simple Guide for Hard Conversations

Situation | Behavior | Impact | Redirect

## When to Use SBIR

Use SBIR when addressing missed expectations, communication gaps, team tension, or repeated behaviors. If you think you need to say something, use this tool.

## Before You Speak

Clarify your goal. Focus on facts. Slow your pace. Choose to be helpful. Clear is kind.

## The SBIR Model

- **Situation:** Describe when and where it happened.
- **Behavior:** State what you observed.
- **Impact:** Explain why it matters.
- **Redirect:** State what should happen next.



## Example

*“Yesterday in the team meeting, you interrupted two teammates while they were speaking. Others stopped sharing ideas, and we missed input. Going forward, let people finish before responding.”*

## During the Conversation

Stay calm. Speak with clarity. Listen first. Ask questions to understand.

## After the Conversation

Observe behavior. Recognize improvement. Address issues early. Follow through consistently.

## Key Principles

- Calm is contagious.
- Kind (not just “nice”) moves people forward.
- Address issues early.
- Conflict handled well strengthens teams.
- Confidence grows through action.