

TSBT Model

Target Audience: All Personnel

Purpose

A daily tool to prioritize the act of giving sincere, specific and positive feedback that recognizes and reinforces good behaviors. The TSBT model instills feedback as a foundation of leadership, shared positively and constructively to bolster team cohesion

Description

One powerful way to drive results in your team is to reinforce the right behaviors. The TSBT Feedback Model is an “industry-standard” tool that helps leaders be confident in their ability (and responsibility) to deliver immediate positive feedback on the good things happening every day. It helps elevate a leader’s focus beyond reactive problem-solving to proactive team building. This model reminds leaders that encouragement – along with a focus on infusing the vision – has the power to increase the commitment, loyalty and trust (aka “organizational glue”) among teams. Practice walking through the following four steps in daily conversations to increase trust in your teams. Hearing constructive, positive feedback from a boss or peer (or even subordinate) helps others develop an awareness of actions that are most valuable to the organization’s mission and its leadership. Try this focus-on-feedback approach and watch the drive that folks willingly bring to your mission increase exponentially!

TSBT* and what it stands for:

- Thanks! – Share a heart-felt thanks for individual contributions, seek out the “bright spots”
- Specific – Describe the specific behavior you valued – as a way to inspire future behaviors
- Benefit – State how this behavior benefits your big-picture organizational vision/goals
- Thanks – Thank them again!

* Remember TSBT is not about flattery; it is about taking the time to catch people doing something right/well and acknowledging it.

Employ

TSBT EXAMPLE

"Sam, you did a great job taking on that impromptu mission brief today! You volunteered when no one else wanted to and addressed those tough questions about our unit’s strategic goal of 100% on-time take-offs. Thank you for taking the lead for our team today!"

Here are a few additional guidelines to help:

- Be sincere and don’t overuse it! Any value overused comes across as a vice.
- Resist the tendency to focus primarily on results. Future leaders are better developed by focusing on behaviors and actions that have historically led to team successes.
- Recognize best effort. Reinforce improvements that can become best results.
- Deliver tough messages in private. Reinforce team successes in public.
- Reinforce positive actions in the moment or soon after the event.

Sources

- Article: Find the ‘Bright Spots’ to Generate Change -
- RESOURCES <http://www.shrm.org/hrdisciplines/benefits/articles/pages/danheath.aspx>
- Book on celebrating “bright spots:” <http://heathbrothers.com/books/switch/>
- More on TSBT: <http://www.moresam.net/Forum/aft/943>