

# Communication Skills for Leadership

STRUCTURES FOR

# Giving Feedback



A leaflet for healthcare staff

*Making conversations easier*

# Communications Skills for Leadership

## Clickable contents

### Giving Feedback

**Your approach**

**CORBS model (general principles)**

**Learning to CUSS**

**Two challenge rule**

**DESC it**

**Situational Behaviour Impact (SBI)**

**Cup of Coffee Conversation (CCC)**

**Note:**

There are many different models for giving feedback, some are shown here on this skills card. The Calgary-Cambridge Guide is the preferred communication skills framework in the HSE. It may help to think of communication skills as tools in a toolbox, to be applied as and when needed in many different types of healthcare conversation.

[Download the Calgary-Cambridge Guide here](#)



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# Communications Skills for Leadership

## Giving Feedback

### Your approach

- 1. Competitive**  
**(crisis/imminent risk)**  
Learning to CUSS  
Two challenge rule
- 2. Collaborative**  
**(concern for ongoing relationship)**  
DESC-it  
Situation Behaviour Impact (SBI)  
Cup of Coffee Conversation (CCC)



# Communications Skills for Leadership

## Giving Feedback

### CORBS model (general principles)



Use 'I' statements



**O** – Owned

**C** – Clear

**R** – Regular

Be clear about the feedback you want to give



Threaded throughout the year

A range of feedback given



**B** – Balanced

**S** – Specific



Relate to specific behaviours or events



# Communications Skills for Leadership

## Giving Feedback

### Learning to CUSS

#### Competitive

#### **C** I am Concerned

*I'm concerned about this patient being discharged so soon. He seems very weak and unsteady.*

#### **U** I am Uncomfortable

*I'm uncomfortable with him going home in this condition.*

#### **S** This is a Safety issue

*This is a safety issue. He lives alone, and I'm afraid he might fall or be unable to care for himself properly.*

#### **S** STOP



# Communications Skills for Leadership

## Giving Feedback

### Two challenge rule

#### Competitive

- The **first** challenge should be in the form of a question... *“do you need a pair of gloves?”*
- This concern may be expressed a **second** time... *“we are trying to stay as aseptic as possible during this procedure, please stop before you go any further and I will get you some gloves”*
- It is your responsibility to assertively voice concern at least **two times** to ensure that it has been heard



# Communications Skills for Leadership

## Giving Feedback

### DESC it

#### Collaborative

- D** Describe the specific situation or behavior
- E** Express how the situation makes you feel/what your concerns are
- S** Suggest other alternatives and seek agreement
- C** Consequences should be stated in terms of impact on the person or patient and established team goals



# Communications Skills for Leadership

## Giving Feedback

### Situational Behaviour Impact (SBI)

Collaborative



#### The when/where

Be as specific as  
you can

#### What did you see?

Describe without  
judgement

#### What did the behaviour cause?

Make the experience  
internal to individual





# Communications Skills for Leadership

## Giving Feedback

### Cup of Coffee Conversation (CCC)

#### Collaborative

**Step 1:** Describe the behaviour

**Step 2:** State your concerns

**Step 3:** Invite a response

**Step 4:** Conclude

