# MENTORING AND PROVIDING FEEDBACK

**PLANNING FEEDBACK[[1]](#footnote-1)**

**Before Providing Feedback**

Try asking yourself these series of questions to get your feedback planning on track.

|  |  |  |
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|  | **YES** | **NO** |
| Can I identify and accurately describe the behavior or performance I want to redirect or reinforce and its effects on others in the organization? |  |  |
| Do I have detailed examples of the act and its effects that I can use to support my descriptions? |  |  |
| Do I have positive intent? |  |  |
| Can I identify and describe the results that I hope my reinforcement or redirection will produce? |  |  |
| Does the person receiving the feedback understand my expectations for their performance? |  |  |
| Is the person receiving feedback really responsible for the act in question? |  |  |
| Is the other person open to receiving feedback from me? |  |  |
| Have I put off giving this feedback for a long time? |  |  |
| Have I given myself enough time to prepare the feedback? |  |  |

**During the Feedback**

|  |  |
| --- | --- |
|  | Explain the purpose and positive intent. |
|  | Place the feedback recipient at ease as much as possible. |
|  | Encourage the feedback recipient to be open and expressive. |
|  | Do not become emotionally involved. |
|  | Actively listen! |
|  | Encourage clarification of discussion with open-ended questions. |
|  | Use specifics, not generalities. |
|  | Get feedback recipient to talk about themselves, not others. |
|  | Use receptive body language; Don’t close off your body or your mind. |
|  | Do not cross-examine; Discuss the topics at hand. |
|  | Do not argue. |
|  | Put yourself in the recipient’s shoes; Treat them as you would like to be treated. |

1. Adapted from BridgeSpan, Inc (2003). [↑](#footnote-ref-1)