

TIPS FOR MENTORS PROVIDING FEEDBACK

What to do	How to do it	Example
Align your feedback with the mentee's agenda.	Provide real-time feedback. Make it usable and realistic. Offer concrete practical steps and options.	"I have a few ideas that might help..." "What works for me is..."
Provide feedback about behavior that the mentee can do something about.	Stay with the mentee's behavior rather than succumb to the temptation to evaluate it.	"Tell me about the impact of the behavior..." "How might someone else see that behavior?"
When you talk from your perspective, remember that your reality is not the mentee's reality.	When you talk about your own experience, set a context and be descriptive so that the mentee can see the parallels.	"In my experience, which was..., I found that...I know that is not your situation, but maybe there is something to learn here."
Check out your understanding of what is being said.	Listen actively. Clarify and summarize.	"If I understand what you are saying..." "Help me understand what you mean by..."
Use a tone of respect.	Take care not to undermine the mentee's self-esteem.	"I liked the way you..." "I am curious..." "I wonder..." "Have you ever considered...?"
Be aware of your communication style and how that works with that of your mentee.	Share information about communication styles with your mentee, and discuss the implications for the feedback cycle.	"I find that I get defensive when..." "I react positively to..."
Avoid giving feedback when you lack adequate information.	Ask for time to get the information you need. Faking it doesn't work.	"To be honest with you, I need to think about that a little more."
Encourage the mentee to experience feedback as movement forward rather than interruption from the journey.	Continuously link progress and learning to the big picture and the journey.	"When we started out...And then... And now..."

Adapted from Lois J. Zachary, *The Mentor's Guide: Facilitating Effective Learning Relationships*. San Francisco: Jossey-Bass, 2000, p.135