

# Giving and Receiving Feedback

Mentoring is about working together to identify and develop the leadership skills of the mentee. Effective feedback is a vital aspect of mentoring. The way in which feedback is administered can make or break a mentoring relationship.

## Examples of Mentoring Feedback

It is up to the mentor and the mentee to determine the type of feedback that will be the most effective. Examples of feedback include:

- Summarizing what the mentee has said and asking if the summary is accurate
- Encouraging the mentee to examine the situation in a fresh way and to develop positive responses
- Providing supportive evaluation of the overall effectiveness of the mentee's progress

## Principles of Giving Feedback

- Mentors should be specific and realistic about feedback, referencing practical methods and specific areas in which the mentee can achieve the recommended changes.
- Feedback must always be honest and genuine. Feedback must never be personal in nature and should address target areas for development.
- Mentors should be observant of how the mentee handles feedback and adjust if he or she notices the mentee becoming upset.

## Checklist for Mentors Giving Feedback

- Always have the mentee's best interests at heart.
- Always start with positive feedback.
- Prioritize feedback to avoid overload.
- Be responsive to the mentee's reactions.
- Focus on facts and behaviors, rather than emotions and personalities.
- Avoid blaming the mentee for every problem: Seek the "big picture."
- Acknowledge and summarize the mentee's contributions.
- Provide critical feedback in a supportive way.
- Strike a balance between being overly positive and overly negative.
- Work with the mentee to interpret the situations being discussed.
- Examine the mentee's responses to derive further insights.