



Delivering Effective Feedback

Prevention

- Set your expectations at the start. Make sure they're clear, consistent, and articulated often.
- Provide feedback frequently, both the positive and the negative. Create a culture of open communication.
- Frame feedback as an opportunity for growth and success. We all have the capacity to learn from our mistakes.
- Encourage a conversation when giving feedback. Don't lecture. Don't forget to listen; you may learn something.

Preparation

- Be clear about your goals (what do you hope to accomplish?)
- Be clear about your message—what and how
- Provide concrete information/examples to support your message
- Anticipate and plan for potential problems (ex: difficulty personality, impact of message)

Implementation

- Consider **when** to have the conversation; set aside enough/uninterruptible time
where to have conversation – benefits of private space, neutral site(?)
who to have present – anyone else for your/their support?
how—verbal vs. written (either or both)
- Delivery—articulate your goals for the meeting
 - lead with the positive
 - invite self-reflection (they may do some of your work for you)
 - use “I” language vs. blaming “you” language
 - encourage open dialogue and really listen
 - be professional—*always*
- Organization of message: **Facts** – what you observed, what happened
Feelings – what is the impact on others
Future – what changes are needed

Follow up

Document your feedback if it's needed for personnel files, etc. Send a summary of your meeting, including detailed next steps, to avoid future misunderstandings

When you decide to let someone go, *be humane*

- 3 months is the recommended lead time for postdocs (HMS) (except for egregious situations)
- be clear about your reasons for the termination
- be clear about what you will/won't do to help with a future career (letters; calls, etc.)