**Delivering Effective Feedback**

* 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.

**Prevention**

**Harvard Ombuds Office, Cambridge and Longwood**

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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.)

**Follow up**

* 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

**Implementation**

* 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)

**Preparation**