**TIPS FOR PROVIDING FEEDBACK**

* **Make feedback a normal part of supervision.** Discuss your approach to feedback during the contracting phase at the start of the supervision relationship and ask supervisees how they feel about receiving feedback.
* **Ask supervisees to self-evaluate.** Before you launch into your feedback, ask your supervisee to share impressions about what went well and what could have gone better or should have been done differently.
* **Tie feedback to goals and evaluation.** Set goals collaboratively with your supervisees and give feedback that highlights how supervisees can do things that will narrow the gap between current performance and desired/required performance. Make sure supervisees understand how they will be evaluated at the end of the supervision experience and link your ongoing feedback to those ultimate outcomes.
* **Be specific.** Broad, global statements like “You did a great job in that meeting!” don’t give supervisees information about what they did well or how they could do better. And when you have to address problems and it feels uncomfortable, fight the urge to be vague. Dancing around the issue will leave your supervisee confused or unaware of what needs to change.
* **Base your feedback on direct observations.** Even though you can’t sit in on every testing or counseling session or every consultation with a teacher, try as much as you can to directly observe your supervisee in action so you can use objective language and specific examples when you provide feedback. One strategy for doing this somewhat efficiently is to co-lead groups or co-administer testing; your work gets done *and* you can see your supervisee in action. Even better: your supervisee learns by watching you!
* **Provide feedback regularly.** Feedback should be a part of set (e.g., weekly) supervision meetings, but should also occur in the moment whenever possible to provide immediate reinforcement or correction (that’s why those observations of supervisees are so important!).
* **Be thoughtful about where and when you provide feedback.** A hallway drive-by conversation is not the way to provide feedback. Particularly if you have to deliver significant criticism, make a point of scheduling a time to sit down in a quiet spot for a private discussion.
* **Limit the amount of feedback you give at a time.** Don’t overwhelm supervisees with long lists of things they’re doing wrong. Supervisees are more likely to be open to hearing what you have to say and motivated to work towards improving performance if you focus on just a few specific behaviors and how to change them. If you have multiple issues to address, try spreading out your feedback over several meetings.
* **Be positive and supportive, but don’t go overdo it with praise.** Too much global praise without constructive criticism can lead supervisees to question the accuracy of supervisors’ feedback. Plus it does little to support learning as it doesn’t highlight exactly what the supervisee is doing so well and should keep doing.