<table>
<thead>
<tr>
<th>What to Do</th>
<th>How to Do It</th>
<th>Example</th>
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| 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 …”                                                                                         |