

**JOHNS HOPKINS UNIVERSITY SCHOOL OF MEDICINE  
MEDICAL EDUCATION SYMPOSIUM**

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**GIVING FEEDBACK**

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**Stepwise Approach:**

1. Prepare before meeting.
  - Establish relationship/rapport
  - Establish agreed upon goals and objectives early
  - Prepare recipient early to elicit and expect feedback
  - Demonstrate elicitation of feedback, openness, and non-defensiveness oneself
  - Collect relevant data and observations
  - Arrange for a conducive physical environment – private, collegial seating arrangement.
2. Open the meeting effectively.
  - Assess recipient readiness, promote rapport
  - Establish agreed upon purpose of the meeting.
3. Encourage recipient self-assessment.
4. Reinforce desirable behaviors.
5. Define deficit and analyze with recipient the reasons for the deficit.
6. Problem solve with recipient, provide suggestions.
7. Assess recipient's understanding and acceptance of the feedback.
8. Acknowledge recipient's perspective and feelings.
9. Close the meeting effectively.
  - Summarize positives and areas/methods for future growth.
  - Make plans with recipient to follow-up / assess progress.

**Skills Used Throughout Feedback:**

- Demonstrate positive regard for recipient.
- Involve recipient in process.
- Focus on specifics, not generalizations.
- Use descriptive, non-evaluative language.
- Label subjective data as such.
- Focus on remediable behaviors, feasible solutions.
- Limit amount of feedback to three or fewer observations.
- Be aware of own subjective feelings and assumptions, and manage them appropriately.
- Listen, understand recipient's perspective and feelings.