Multi-Source Feedback Guidelines

Preparation
✓ Allow sufficient time for a complete conversation and questions
  • Because this is likely the intern’s first feedback situation, they may have
    questions beyond what is typical for an employee evaluation
  • Consider probing/leading questions- many interns may be reluctant to start
    asking questions, especially regarding areas needing improvement
✓ Identify specific examples of the intern’s excellent performance and where improvement
  is needed
✓ Studies show that feedback understanding increases significantly with subsequent
  discussion of the material. If it is possible, schedule a feedback session prior to the final
  day of the internship to allow for subsequent discussions.

Presentation
✓ Provide the intern with a copy of the report
✓ Provide insight from your own learning experiences and challenges
✓ Be honest and provide examples regarding any concerns or exceptional performance
✓ Ask leading questions (some are provided on the last page of the report) to help the
  intern process the feedback and consider growth opportunities

Projecting
✓ Discuss how the intern might handle situations differently in the future, whether to avoid
  negative behaviors or improve on positive ones
✓ Encourage the intern to ask questions about the next steps for growth.
✓ The ultimate take-away the intern needs is as much “Where do I go from here?” as “How
  did I do?”
✓ If it is possible to revisit the material even once additionally (perhaps a day or two
  following), the intern’s benefit will likely be significant.