Giving Feedback and Helping Your Intern Grow

Helping Your Intern Grow

If your intern has a mentor who is separate from their supervisor, **make sure they have a chance to meet with their mentor soon**, if they haven't already. If you are doubling as the supervisor and mentor, carve out time soon for your first mentorship conversation. Take time out to talk 1-1, have lunch or work on a project together. Focus on establishing trust that will facilitate effective communication and, as the summer unfolds, remember that you can help shape their professional path by reflecting back what you see and hear from your intern, sharing your insights, and discussing education and work goals. For more information, our **Supervisor Handbook** (page 18) has a section dedicated to mentorship.

Use the COIN Technique to Give Feedback to Your Intern

Highlighting what your intern does well and providing constructive advice on areas of growth is critical to your intern's development. At the same time, effective feedback depends on establishing mutual trust and understanding. Help your intern understand that you want to see them succeed in this position and beyond, that you share a goal of turning any potential growth areas into strengths.

Hopefully you've already started giving continuous feedback to your intern using a skills-based lens. One tool to make providing this feedback easier and enhance your intern's learning is the **COIN technique**.

C = Connect | Provide context for your intern by connecting the feedback to a specific instance or event and explain why it matters.

O = Observation | Describe the specific work behavior, good or bad, you observed using specific and factual statements.

I = Impact | Explain how the observable behavior impacted the business in a positive or negative way.

N = Next Steps | Engage your intern in identifying action steps to build on the positive impact or remedy the negative impact of the behavior in the future.

Consult page 22 of your handbook for more on using the COIN technique.