

	A manager who has _____ as a core value might say:	Brevity	Transparency	Empathy
1	Restate expectation	<ul style="list-style-type: none"> ▪ Avi, you need to be able to troubleshoot issues before coming to me. It doesn't look like that's happening. 	<ul style="list-style-type: none"> ▪ Avi, one of my goals for you is to be able to troubleshoot before you ask for my help. ▪ You're not able to do that yet and I need your help figuring out why not. 	<ul style="list-style-type: none"> ▪ Avi, I know that sometimes people can be concerned about making mistakes in an internship, but when you make them I learn about your thought process. I want to use that information to help improve your problem-solving skills in the lab. ▪ That's why I need to know why you aren't making at least two mistakes to figure something out before asking me for help.
2	State dates and times of corrective feedback	<ul style="list-style-type: none"> ▪ I can think of 3 times we've talked about this in the past week. 	<ul style="list-style-type: none"> ▪ I can think of 3 times we've talked about this in the past week. 	<ul style="list-style-type: none"> ▪ We've talked about you doing this 3 times this week.
3	Describe how those expectations we not met	<ul style="list-style-type: none"> ▪ Yet each time, you've asked me it doesn't seem like you've tried to troubleshoot. 	<ul style="list-style-type: none"> ▪ I'm not hearing what I need to, like I reviewed the protocol but didn't understand X, or I asked someone in the lab, or I went online to read more about the technique. 	<ul style="list-style-type: none"> ▪ Yet each subsequent time you've been stuck, you've come back and asked me. ▪ Also, when I've asked you what you did to try to figure it out yourself first, I haven't gotten a clear response.
4	Inquire why they think it isn't happening – do they have insight?	<ul style="list-style-type: none"> ▪ Troubleshooting is one of the most important skills to be productive and successful in the lab. ▪ So, what's going on? 	<ul style="list-style-type: none"> ▪ As your mentor and your supervisor, I need to you know that troubleshooting is one of the most important skills you will need to learn to be productive and successful in the lab. ▪ So, troubleshoot this with me with me now. ▪ Did you try to figure this before coming to me? If not, what happened? ▪ If you did, could you walk me through your thinking? 	<ul style="list-style-type: none"> ▪ You can do this! ▪ I remember your references spoke highly of the several times you took the initiative and problem solved. We just need to figure out what's going on. What do you think is going on?
5	End by stating consequence (skip this step the first time)			