

## Tips for Delivering Review

1. Set a date to meet with your employee. Schedule enough time to allow for feedback and discussion. Ensure that you will not be disturbed during the meeting.
2. Set aside 15 minutes prior to your meeting to review the appraisal, comments and prepare for the discussion.
3. Initiate and lead the conversation. Tell the employee you will be doing most of the talking, but the employee should ask questions and share his/her reactions throughout.
4. Some guidelines for giving feedback are:
  - Speak directly to the person using “you” and “I”.
  - Be specific – give examples, do not use generalities.
  - Do not overload with too much feedback at one time.
  - Focus on behavior the employee has power to change.
  - Be non-judgmental – do not try to figure out why people do what they do.
  - Request change, do not demand it.
  - Check out your message – be sure the employee understood your message the way it was intended.
5. **Follow this structure using the completed review form to talk from:**
  - Share that you have taken his/her self-assessment into account.
  - Start by giving the performance evaluation rating; (if applicable share the amount of increase)
  - Walk the employee through the specific backup for the rating (accomplishments and objectives not attained).
  - Discuss strengths, opportunities and his/her comments
  - Address differences of opinion.
  - Finally, state that you want to spend some time discussing how you can work together more effectively.
  - Ensure that the review is signed and dated.

If a employee refuses to sign the review, tell him/her that signing the review does not signify agreement with the review, it merely indicates the employee has received the information. If the employee still refuses, contact HR.

## Potential Employee Reactions

It is helpful to consider how a employee might respond and be prepared for his/her reaction. Following are a few examples:

### Employee Who Disagrees With Feedback

- Do not get into a debate about specific examples.  
*"These are just illustrations of a common pattern I saw — not the whole reason I said that. Don't get hung up on any one example; think about the general pattern."*

- Make a note of the disagreement.  
*"Okay, I'm recording your disagreement right on the report here."*
- Try to be persuasive, but not too forceful.  
*"Well, you have to decide whether this feedback fits for you or not — but this is what I saw. My only motive was to be helpful to you in your development."  
"Have you ever gotten feedback like this before (in reviews for example)?"  
"Well, rather than writing it off entirely, I'd go back and check it out. Ask your others you trust whether they have ever seen this in you. Sometimes we have blind spots. . ."*

### **Quiet Employee**

- Be sure to start by asking for the employee's reaction to the feedback.
- Show your sincere interest in the employee. Use lots of nonverbal encouragement — smile, head nodding and "mmm-hmmm" when she/he does talk.
- Ask open-ended questions ("How does this fit with how you see yourself?" "How does it fit with what you've heard during reviews?"). Be sure to be silent long enough to give the employee time to think and respond. Keep in mind, silence often means, "I am thinking about what you said."
- Observe the employee closely for any change in expression or other non-verbal indication that she/he is paying particular attention to something. Then ask about that.  
*"Was this a surprise?"  
"You look puzzled about that . . ."*

### **Angry or Emotional Employee**

- Allow the employee to vent if he/she is doing so — and just listen — then paraphrase.  
*"So you feel the way you performed on this project is very different from what you do on the job."*
- If the employee seems angry or upset, but is not talking about it, draw him/her out and get him/her to vent.  
*"You seem upset. Why?"*
- Then, paraphrase so the employee knows you have heard and understood.
- Record the concern on the bottom of the page, if that seems relevant.
- When the employee has finished venting (should not last too long — no more than five minutes), move on.  
*"Well, let's talk about the rest of my feedback. We can come back to something later if you have more questions or concerns."*