

COMMON PERFORMANCE APPRAISAL PROBLEMS

Think a moment about the last few performance appraisals you conducted and honestly answer "yes" or "no" to the questions below:

- | Yes | No | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. Did you have frequent communication with your employee between appraisals? |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. Was there a close correlation between your employee's job duties, required skill set, and the appraisal? |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. Were there mutually agreed upon performance goals that came out of your meeting? |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. Did you evaluate your own performance before you evaluated your employee's performance? |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. Did you ask for others' input about your employee's performance? |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. Did you consistently document your employee's performance between appraisal meetings? |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. Were you well prepared for your appraisal meeting? |
| <input type="checkbox"/> | <input type="checkbox"/> | 8. Did you prepare your employee for the appraisal meetings? |
| <input type="checkbox"/> | <input type="checkbox"/> | 9. Did you have uninterrupted meetings? |
| <input type="checkbox"/> | <input type="checkbox"/> | 10. Did you always ask for your employee's opinions? |
| <input type="checkbox"/> | <input type="checkbox"/> | 11. Were you candid and specific about your employee's performance? |
| <input type="checkbox"/> | <input type="checkbox"/> | 12. Did you remember to discuss your employee's positive accomplishments? |
| <input type="checkbox"/> | <input type="checkbox"/> | 13. Did you focus on your employee's performance rather than on their personalities? |
| <input type="checkbox"/> | <input type="checkbox"/> | 14. Did you close the appraisal meetings in a professional manner? |
| <input type="checkbox"/> | <input type="checkbox"/> | 15. Did you follow up after the appraisal discussions? |
| <input type="checkbox"/> | <input type="checkbox"/> | 16. Did you apply a personal approach throughout the appraisal process? |

If you answered "no" to any of these questions, don't feel bad. You are not alone. Work towards these goals and regularly refer to this sheet to see how you are doing.

APPRAISAL MEETING FOCUS

Take a Moment...

Rate your own listening skills below. Circle the number that best represents where you think you are on the scale. When you are finished, total your score and write it in the space provided.

Poor	Average	Excellent			
1	2	3	4	5	I listen for ideas and intention, not just facts.
1	2	3	4	5	I can control my emotions even when I disagree with the other person.
1	2	3	4	5	I eliminate distractions when other people are talking.
1	2	3	4	5	I listen to people without prejudging them or their message.
1	2	3	4	5	I keep an open mind when listening.
1	2	3	4	5	I give my full attention with my mind and body.
1	2	3	4	5	I listen more than I talk when I'm with other people.
1	2	3	4	5	I can listen to people without interrupting.
1	2	3	4	5	I use nonverbal acknowledgment when listening.
1	2	3	4	5	I know how to reflect what is being said in my questions and responses.

Total Score: _____

A score between 42 and 50 indicates that you are probably a very good listener already. If you scored between 35 and 41, you have solid listening skills on which to build. Any statements that you rated as 3 or below may indicate opportunities for improvement. But regardless of your score, work to maintain or improve your listening skills. Being a good listener is essential to being an effective manager.

APPRAISAL DISCUSSION CHECKLIST

Take a Moment...

Are you ready to present your assessment to your employee? Use this checklist to find out if you need to do any additional preparation before the discussion.

Yes No

- | | | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. I can be open, candid, and specific. |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. I am prepared to offer corrective feedback. |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. I have identified performance that needs to be positively reinforced. |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. I have based my evaluation on specific goals that have been mutually agreed to. |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. I will avoid evaluating the staff member's personality. |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. I have documented the staff member's performance over the entire time period of this appraisal. |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. I have evaluated myself to determine if the halo effect (see them as wonderful in spite of evidence otherwise) or horns effect (see them as their worst mistake in spite of evidence of many successes) may be influencing my rating of the employee. |

If you answered "no" to any of these questions, use the space below to list the actions you need to take to better prepare for the discussion:

APPRAISAL DISCUSSION PROCESS

The best way to control the time and quality of the discussion is to plan it!

1. Control the environment
2. State the purpose of the discussion
3. Ask your employee for his/her self-assessment
4. Present your assessment
5. Build on the employee's strengths
6. Build and validate common observations
7. Request employee's input about your assessment
8. Set specific goals
9. Create an action plan
10. Set next meeting for follow-up
11. Close the discussion
12. End with a positive note about the employee's value

Without follow-up, the annual appraisal discussion will have little impact on overall performance.

Remember: Frequent communication and feedback, written records, interim reviews, and evaluate your own performance.