Making Appraisals Motivational—Not Painful!

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EBAA Leadership and Advocacy Meeting
Why is there so much stress around appraisals?

- Employees dread them
  - Worry they might be surprised
  - One mistake can ruin a career
  - Criticism vs. critique
- Managers avoid them
  - Just want to get it over
  - Say as little as possible
  - Don’t want legal problems!
“Motivation is what impels us to do certain things rather than others; to react to persons and situations in a manner particular to ourselves.”

J. Samuel Bois, *The Art of Awareness*
It’s the Words...

- Form isn’t what matters
- What matters is what YOU say and how it is received
  - Give examples
  - Be specific
  - Be timely
  - Be understanding
Preparation

- **Before you write the evaluation:**
  - Review current job description
  - Review your notes from entire review period
  - Review, if applicable, employee’s self-evaluation
  - Review employee’s goals and progress on meeting those agreed to goals
Time to Meet

- Set aside enough time
- Select a place where you won’t be interrupted
- Focus on that person at that time
- Take with you:
  - Copy of the written evaluation
  - Job Description
  - Goals
  - Your notes from the year
It is all about You!

- Appraisals are about the individual
- Must be specific to that person
- What motivates him or her?
- How well do you know what drives or inspires your employees?
- Important to understand employees as individuals
The Appraisal Meeting

- Start with something positive
- Discuss achievements and areas for improvement
- Focus on strengths
- Let employee speak
- Set goals together
- End on a positive note
Ask Questions

- How do you think things are going?
- What is the best part of your job?
- Is there anything you wish you’d done differently this year?
- What would you like to do that you are not doing now?
- How can I as your manager help you achieve your goals?
Listen

- Use active listening techniques:
  - Pay attention to what is being said and not said
  - Use body language to let person know you are listening
  - Paraphrase
  - Ask clarifying questions
  - Defer judgment
  - Be respectful
Set Goals

- May want to do this at a different time but...
  - Be sure goals are specific, time-bound, achievable, realistic, and measurable (SMART)
  - Get employee buy-in
  - When will you review?
Difficult Situations

What to do if employee gets upset or angry?

- Stop and listen
- Offer examples
- Have tissues ready
- If too upset to continue, reschedule for another day and time
Fair and Legal

- Job related comments only!
- Be as objective as possible
- Have well thought out examples
- Use same rating scale for everyone
- Use good judgment as to what gets written and what is said
- Know the pitfalls and avoid when possible!
Feedback

- Managers should be giving feedback all the time
- Millennial employees require frequent feedback but others also respond to it
- Feedback should be timely and specific
- Constructive feedback must be given in private
- Make feedback part of your daily routine
Wrapping Up

- Get appropriate signatures—not that employee agrees—just that they have had the appraisal
- Encourage employee to write comments and return to you
- Don’t negotiate!
- End on a positive note
Barbara Mitchell
The Mitchell Group
703-742-6267
www.bigbookofhr.com
Twitter: @bigbookofhr
Facebook: https://www.facebook.com/thebigbookofhr