

Conducting Performance Reviews

PERFORMANCE REVIEW CHECKLIST



DO'S

1. Listen! Listen attentively and politely
2. Let your appraisee express their own ideas and feelings freely
3. Keep the discussion on track and firmly guide it
4. Be calm and patient
5. Show your appraisee first where you both agree, before pointing out where you differ
6. Show respect for your appraisee's opinion
7. Create the impression of fairness and open-mindedness
8. Be willing to change your judgment in the light of new evidence
9. Permit your appraisee to 'save face', stress strong points
10. Discuss best methods of avoiding future mistakes
11. Discuss your work in relation to your appraisee job duties
12. Take the blame for a performance failure if it is in any way your fault
13. Develop a plan for improvement with your appraisee

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DONT'S

1. Do all the talking yourself
2. Dominate the conversation or cross-examine
3. Lose control of the review
4. Argue
5. Bluntly point out your disagreement
6. Put yourself on a pedestal as a judge of 'rightness' and 'wrongness'
7. Create the impression that you will not alter your opinion
8. Seem infallible
9. Dwell on appraisee's weakness
10. Emphasise past failures
11. Compare your appraisee with someone else
12. Shirk responsibility
13. Let your appraisee leave with doubt as to what they should do to improve