



Assertive Performance Review Techniques

Vision: To succeed by helping the employee to succeed.

Mission: To strengthen performance levels and mutual working relationship through feedback, support, and growth.

1. Before

- a. NEVER delay or put off a Performance Review for any reason, ESPECIALLY if it is tied to a pay increase
 - Putting off a Performance Review sends the message, “You are just not that important” to the employee
 - NEVER screw with an employee’s paycheck!
- b. Review employee’s job description
- c. Review any previous and relevant documented records of employee performance / behavior
- d. Review previous Employee Performance Review
- e. Has employee achieved previously agreed upon performance levels? If not, why?
- f. Schedule Review at a time that allows 30 - 60 minutes of uninterrupted time
- g. Do not withhold necessary corrective discipline for a lengthy period only to address it during the Review
 - There should be no surprises to employee!
- h. Begin with the end in mind; have an objective; know where you are going
 - Define clear expectations with measurable results
- i. Ask yourself the “Two Most Important Relationship Questions:”
 1. “What do I bring to this relationship?”
 2. “What does the employee bring to this relationship?”
- j. Don’t take yourself too seriously!

2. During

- a. Put employee at ease by creating a safe, positive, and Win-Win atmosphere
 - Explain what employee can expect during the Review
 - Conduct the Review in a comfortable, neutral setting
 - Strive for “same-side-of-the-desk” seating—don’t sit face-to-face with a desk/table between you
 - Build rapport
 - Use friendly, conversational language and voice tone
 - Express appreciation and commendation to the employee for his/her contribution to the company and willingness to grow and improve
 - Remain fair and unbiased by focusing on:
 - Performance, not personalities;
 - Valid, concrete, relevant issues rather than subjective emotions and feelings
- b. Communicate
 - Encourage employee to talk by asking open-ended questions
 - Talking should be 50 / 50 or better (you listen more)
 - Listen carefully and thoughtfully
 - Review and use “Assertive Discipline and Confrontation Techniques” as appropriate

- Don’t say things in such a way that it puts the employee on the defensive
 - Be specific on areas of improvement
 - Focus 10% on relevant past; 30% on the present; 60% on the future
- c. Develop a Performance Improvement Plan (PIP)
 - See “KTS Employee Development Plan Guidelines”
 - Involve employee in development plan. Ask, “What are your thoughts / feelings on improving in this/these area(s)?”
 - Show the benefits of improvement
 - Make improvement criteria measurable
 - Reach agreement with the employee on performance improvement and method, and then gain commitment
 - d. Reiterate appreciation and thanks
 - Build up and encourage employee
 - Express your confidence in him/her
 - Reiterate that your job is to help him/her succeed
 - e. Give Credit Where Credit is Due
 - If you use a performance scale (e.g., 1 - 5 where 5 is Outstanding) and the employee deserves a 5, then give him/her a 5. Not doing so will create a negative, “I can’t win” attitude in the employee
 - f. Full-Circle Feedback
 - Ask employee for feedback on how you are doing as a supervisor
 - Ask employee for any suggestions on improving as a leader
 - Really listen to what he/she says

3. After

- a. Accept and insist on personal responsibility
 - Follow through on coaching employee for improvement
 - Provide any necessary training
- b. Communicate—keep employee informed
 - Do regular coaching and feedback sessions
- c. Grow from this experience!
 - Ask yourself, “What did I learn from this to make me a more effective leader?”