

Dealing with reactions on a negative appraisal.

If you give a bad rating to co-workers, they may react in different ways. These reactions have two dimensions: the co-worker does or does not acknowledge that he did not work according to the standard AND the co-workers agree the importance of the standard (the agreement made last year). Preferably you want your co-worker to react in the green quadrant. Per quadrant an effective approach has been elaborated in standard scripts. You will also find a few examples of reactions in that color. This model does not work when co-worker reacts in a heavily emotional way.

		Co-worker acknowledges assessment	
		YES	NO
Co-worker acknowledges the importance of the agreement	YES	<p>Examples of YES-reactions:</p> <ul style="list-style-type: none"> • I try my utmost best • I'm, going to solve this • It is not my fault • Yes, but....that's because of..... <p>Approach:</p> <ol style="list-style-type: none"> 1. So you recognize it, and you say, it is because of..... or.. What causes do you see? 2. Apart from this cause, do you see other possible causes? 3. I also see a possible cause..... 4. What is the most important cause? 5. What solutions do you see? Let's first invent, and then judge these 6. Do you see any other? I also see a possibility. 7. What (dis) advantages do you see for option 1, 2, 3 8. Make a SMART agreement 	<p>Examples of No-reactions:</p> <ul style="list-style-type: none"> • I don't agree • I do this very well • It comes as a surprise • Others always praise me • Are there any complaints? From whom? <p>Approach:</p> <ol style="list-style-type: none"> 1. So you don't recognize thislet me give you an example? 2. Recognition? Co-worker becomes green: (look for causes). 3. No recognition? So you don't recognize this example....let me give you another example? (max 3 examples) 4. Still no recognition?: So you don't recognize these examples, but you do think it is an important agreement, isn't it? Let us reconfirm the agreement, and I will follow your performance closely.
	NO	<p>Examples of Well...-reactions:</p> <ul style="list-style-type: none"> • Yes, but Peter doesn't do it either • Everybody makes mistakes, isn't it? • We all try our best, isn't it? • I can't do more than my best • Ik kan niet meer dan mijn best doen, isn't it? • The rest is ok, isn't it? <p>Approach:</p> <ol style="list-style-type: none"> 1. Do you see the importance of this agreement? 2. Let me tell you why I think this is important, if we don't do this according to standard than.....the consequences for the organization, the team, the clients.... 	<p>Examples in this quadrant are scarce, and often are a token of a bad relationship between manager and co-worker .</p> <ul style="list-style-type: none"> • Is it really? Interesting. • Even if I would understand you, I would think, so what.

For exercises and video see: www.beoordelingstraining.nl

