

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

For exercises and video see: [www.beoordelingstraining.nl](http://www.beoordelingstraining.nl)

