

# Lesson 3 Key Takeaways:

## Write Compelling Appraisals Quickly That Are Accurate And Complete — Without Forms & Ratings

### Wording

- Use positive language.
- Avoid qualifying phrases like “I think that...” “You always...” “You never ...”
- Avoid superlatives: “You’ve had your best year ever!” “Everything is great!”
- Avoid language that invites argument: “I think...” “You always...”
- Avoid generalizations: “always”, “never”, “average”
- Use the employee’s exact words from the face-to-face review, whenever possible.

### Purpose

Establishing accountability in a positive manner creates hope and motivates the employee to improve performance and contribute more.

### Goals

Align employee priorities with organizational goals so the employee can see the value they add to the overall organizational success.

### Priorities

Define new priorities every year. Are there specific areas of improvement? What else can the employee do? Is there opportunity for the employee to move to higher-level tasks or laterally into a more challenging position?

### Outcomes

Create a clear path for your employee and define how that employee is to progress along that path in the coming year.

## Organizing Three Sections Of The Written Review

### 1. Employee Strengths and Successes:

Contains a series of concise, one-paragraph items explaining **what the employee has done well** during the past year. It lists **significant successes** for all aspects of the job and praises behavior you would like to see repeated in the coming year. Whenever possible these positive points should **come from the employee's own words**.

### 2. Priorities/Goals for the Coming Year:

Designed to tackle what the employee needs to do to become an even better employee while fostering a "can-do" attitude. In this section, you are setting priorities and goals that are tied directly to organizational success and speak directly to the employee's aspirations. In order to maintain focus, limit this section to two or three key things that clearly outline the **specific actions needed to be taken** to achieve these goals.

### 3. General Assessment of Performance:

Includes a **general statement about performance** over the past year and a **call to action for the coming year**. The goal is to have the employee accept responsibility for past shortcomings and feel energized to do better in the future.

## Employee Input

Allow your employee to read the final written review; it doesn't need to be a face-to-face sit down, since the review reflects the discussion you've already had with them. If your employee agrees with the review, the document is quickly finalized. If your employee asks for a minor change in wording and the change doesn't substantially alter the meaning and focus of the review, accept the suggested change. This shows that you are approachable, fair and willing to negotiate certain points of importance. If there is a major disagreement, it's okay to stand your ground and have the employee submit another document into their file stating their point of view on the matter.