

Communication guidelines for effective performance appraisals

Manager Guideline:	What it Means:		Employee Guideline:
Make it a Two-Way Conversation	Encourage the employee to participate in his/her Review. Ask questions that will draw the employee into the dialogue.	Speak up! Share your point of view.	Participate in the Conversation
Celebrate Success	Provide positive reinforcement for positive performance.	Give attention to your positive performance.	Celebrate Success
Be Honest about Improvement Areas	Don't avoid the subject of improvement needs. Be direct.	Don't hide the areas where you need help.	Be Honest about Improvement Areas
Encourage and Support Development	Focus on continuous learning, growing, and stretching, for all employees.	Look for opportunities to build your capabilities.	Invest in your own Development
Manage Disagreements with Respect	Model appropriate conduct. Ask questions and listen well.	Maintain appropriate conduct. Ask questions and listen well.	Manage Disagreements with Respect

