

RELATING TO PEOPLE WITH ISSUES

DEFENSIVE

- Ask for their views and justification
- Give examples / evidence
- Use sensitive language to criticise
- Keep friendly tone of voice
- Try to establish why they are defensive.

QUIET

- Pre-briefing vital to set the scene
- Begin discussion in "safe" areas
- Ask open questions, but not too general
- Reassure
- Smile
- Be patient.

TOO TALKATIVE

- Do not switch off
- Use specific and sometimes closed questions to control
- Set aside plenty of time
- Summarise and move on.

CYNICAL

- Try to find out why
- Do not become prescriptive
- Do what you say you will
- Demonstrate your belief in the system.

PERSONALITY CLASH

- Do not let your emotions interfere with your mind
- Keep conversation un-emotive
- Choose your language carefully
- Treat this person the same as others
- Acknowledge the situation, but reassure job holder that they will get a fair review.

AGGRESSIVE

- Do not become aggressive or passive as a result
- Neutralise your body language
- Try to establish cause of aggression
- Keep calm
- Separate fact from feeling.

PASSIVE

- Put job holder at ease
- Ensure they take an active part (the review is not something done **to** them)
- Job holder must take ownership for discussion
- Make it easy to disagree
- Ensure you have their commitment at each stage.

BORED

- Get them to think through the benefits
- Show them what they can get out of it
- Ensure you have their commitment at each stage
- Find out what would interest them.

ABOUT TO RETIRE

- Acknowledge that promotion/job enrichment might not motivate them
- Find ways of using their skills and keeping their interest
- Do not prolong review discussion unnecessarily
- Do not cut review discussion short.

DISAGREES WITH RATING

- Ask job holder to justify their view with examples/evidence
- Refer them back to established criteria (job description, main duties and objectives)
- Give your justification for your views
- Do not over react - people are entitled to their own opinion
- Try to resolve during the review meeting
- Outline grievance procedure if all else fails.