



## Planning for Your Performance Review

There is no reason to fear performance reviews. Understandably, criticism, no matter how constructive, can be difficult to take. Keep in mind, however, that a review is your opportunity to grow personally and professionally, as well as to spotlight achievements and be recognized. Here are some ideas to help you make the most of your review.

- Be open to your manager's and colleagues' suggestions. Approach the discussion with an open mind and listen objectively. If done properly, a review should let you know what you have done well in addition to giving you suggestions about how you can improve.
- Understand your performance rating. To move forward in your career, you will need to understand how and on what criteria your manager evaluates your performance. Ask for specific examples of any actions that prompted positive or negative feedback.
- Share your ideas. Even if you feel anxious, try to participate in the conversation. If you have ideas about how you can improve your performance, offer them. Your review can be a good place to discuss any concerns or questions you have about your work.
- Let your manager know what sort of coaching works best for you. Encourage him or her to use that type of coaching more often.
- Keep a copy of your review. The goal of giving feedback is to help you continue to improve your performance.

### What to Do If You Disagree

Hopefully, you, your manager and your colleagues will have similar impressions of the quality of your work. There may be times, however, when you disagree. Consider the following suggestions to help resolve these differences:

**Ask for some time to read your review.** It is easy to be overly sensitive to criticism, especially when you first hear it in such a high-pressure setting. It is often best to sleep on it before responding.

**Decide whether you feel any criticism is inaccurate.** Calmly reflect on what was said and compare it to your own recollection of your performance. Focus on the facts, not feelings.

**Prepare a response if you feel that the comments do not reflect your real performance.** Try to provide specific written examples to illustrate your point of view. If your company has a defined performance-management process, ask what steps are available to you when you disagree with your review.

**Present your concerns to your manager.** Approach the conversation professionally and calmly discuss why you disagree. Your manager may come to agree with you.

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