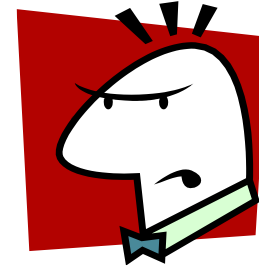


DEFENSIVE DENNIS.....

Dennis is a systems analyst. He knows his job and does a great job 'trouble shooting' system problems. On the other hand, Dennis has a chip on his shoulder. His coworkers do not like him. Two to three times a week he comes in to the office late, despite your having addressed this with him on several occasions. He also has missed a number of very important deadlines.

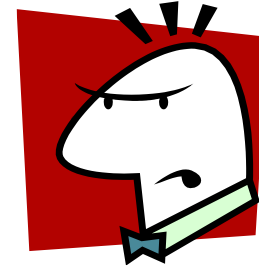
SUPERVISOR	DENNIS
<ul style="list-style-type: none"> ▪ You have supervised Dennis for 2 ½ years ▪ This is his 3rd formal appraisal from you ▪ You need to address his tardiness with both coming to work late and meeting deadlines ▪ Lay out your expectations and a timeframe for improvement ▪ Find some solutions ▪ Don't forget to address what he is doing well <p>Note: feel free to improvise beyond the script</p>	<ul style="list-style-type: none"> ▪ You initially accept no responsibility for the items your supervisor is bring forward ▪ Your being late for work is not your fault:: examples you can use <ul style="list-style-type: none"> ○ Traffic ○ Family problems ○ Car trouble ○ Car pool ▪ Late deadline is not your fault: examples you can use <ul style="list-style-type: none"> ○ The fault of other staff not doing their jobs ○ You (the supervisor) not having been clear ○ Organization has unrealistic expectations <p>Note: feel free to improvise beyond the script</p>



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BORED BETTY....

Betty is a Communications Officer. She has been in the same position for 4 years. During the past 6 months she has lost the enthusiasm she once had for the work. Although her personal interactions with client are still good, there has been deterioration in the quality of reports, press releases and written speeches she has produced – mistakes in both grammar and content as well as little creativity.

SUPERVISOR	BETTY
<ul style="list-style-type: none">▪ You have been her supervisor for 1 year▪ This is the first appraisal you conduct with her▪ Previous appraisals did not identify any issues▪ You need to address her:<ul style="list-style-type: none">○ Lack of enthusiasm○ Grammar and content mistakes○ Lack of creativity▪ What is causing the decline in her performance▪ Find some solutions▪ Don't forget to address what she is doing well <p>Note: feel free to improvise beyond the script</p>	<ul style="list-style-type: none">▪ You initially act somewhat indifferent during the appraisal interview (like you would rather be somewhere else)▪ You don't see a problem, after all you have been doing the SAME JOB for 4 year now▪ You are bored with this job and feel you can do it with your eyes closed <p>Note: feel free to improvise beyond the script</p>



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NON-STICK NIGEL....



Nigel has been with the organization for 10 years. He is currently the Administration Officer and is responsible for the general administrative support, building maintenance and records management. He has a staff of 5. There have been a number of issues that have come up lately: Inconsistent temperature in the offices (too cold or too hot); Filing has fallen behind as well as some lost documents

Although these had been addressed as they occurred, Nigel takes no personal responsibility but blames it on his staff and/or the unrealistic demands from other staff members in the organization.

SUPERVISOR	NIGEL
<ul style="list-style-type: none"> ▪ You have been supervising Nigel for 6 months, but you have been with the organization for 5 years and are well aware of his 'non-stick' reputation ▪ This is your first appraisal with him ▪ You need to address the problem areas in the administration unit as well as Nigel's lack of personal responsibility for the overall performance of administration unit under his supervision ▪ Find some solutions ▪ Don't forget to address what he is doing well <p>Note: feel free to improvise beyond the script</p>	<ul style="list-style-type: none"> ▪ You initially act somewhat irritated that you are being blamed for things that you personally have not done or have control over ▪ It's not your fault: you have a vacant position in your unit and some non-performers AND you just have too much work ▪ It's not your fault the building owners won't fix the temperature problem – you have given up trying ▪ You don't have time to start a staffing process and files are missing because some of your staff need training <p>Note: feel free to improvise beyond the script</p>

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WEEPY WENDY....

Wendy is the receptionist. Everybody loves Wendy. She's the one who remembers everyone birthday, takes up a collection at Xmas for a needy family and makes everyone who walks into your offices feel like royalty. Wendy does a great job. The only exceptions are that her workstation is always a mess and she snacks at her desk all day. This issue has been addressed a number of times. Initially there is improvement then the problem creeps up again. This is not just a job for Wendy, but also her social network. She is so very sensitive.

SUPERVISOR	WENDY
<ul style="list-style-type: none">▪ You have been her supervisor for 3 years▪ She is significantly older than you▪ Somehow, she's flown under the radar and this is her first formal performance appraisal▪ You need to formally address the messy workstation and eating at her desk▪ Find some solutions▪ Don't forget to address what she is doing well <p>Note: feel free to improvise beyond the script</p>	<ul style="list-style-type: none">▪ You initially act all friendly but you are feeling somewhat timid then get weepy as soon as concerns are addressed - You are very sensitive and cry at the 'Kleenex' commercial on TV▪ This is your very 1st formal appraisal▪ You see everyone in the office as your friend, including your boss who is much younger than you▪ You can't help being messy – it's your nature▪ You need to snack in order to regulate blood sugar <p>Note: feel free to improvise beyond the script</p>



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SILENT SAM....

Sam is a Special Projects Officer and the silent type. He has only been with the organization for 1 year. He is being appraised by his currently supervisor. His current supervisor did not hire him but he started reporting to him 11 months ago. So far, his work is good and management believes he is ready to take on additional responsibility.

SUPERVISOR	SAM
<ul style="list-style-type: none">▪ Because you did not hire Sam, you are not very clear on his other work experience▪ Now that Sam has been in the job for 12 months, you want to know where HE believes he can add value and further contribute to the organizations goals▪ Find some solutions▪ Also address what he is doing well <p>Note: feel free to improvise beyond the script</p>	<ul style="list-style-type: none">▪ You are initially very and don't volunteer much information▪ You believe in the saying 'silence is golden'▪ Your previous experiences have taught you that it is safer to be quite and just listen▪ You like your job and the organization▪ You believe you can take on more responsibility and in fact have the qualifications for a number of other positions in the organization <p>Note: feel free to improvise beyond the script</p>



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AGGRESSIVE ANDY....

Andy is the Senior Marketing and Fundraising Coordinator. He's been with the organization for 15 years. He is the best marketer and fundraiser in the business. Andy is retiring in 2 years. The organization has been trying to get him to pass on his knowledge to the Junior Marketing and Fundraising Coordinator so that there can be a smooth transition when the time comes. Andy has no desire to do this. He believes he is just too busy.

SUPERVISOR	ANDY
<ul style="list-style-type: none">▪ You have been his supervisor for 2 years▪ This is the 2nd appraisal you conduct with him▪ You need to address:<ul style="list-style-type: none">○ His disregard of knowledge transfer to the junior person○ The need to develop a plan so he has the time to do this○ The underlying reason he feels this way▪ Find some solutions▪ Also address what he is doing well <p>Note: feel free to improvise beyond the script</p>	<ul style="list-style-type: none">▪ You initially act polite but assertive – you really don't have time for this, you have an afternoon full of fundraising calls to make▪ You know you are good at what you do but you also know that you have no idea how to train someone else▪ Nobody knows this, but deep down you don't want to retire (your wife is making you) <p>Note: feel free to improvise beyond the script</p>



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