

You disagree with the employee about a performance rating.

- Be flexible about minor differences and don't argue
- Remember the value is in discussing performance. Discuss differences and try to come to agreement.
- Did employee provide documentation of difference in their self appraisal?
- If you cannot agree after the discussion, the final decision is yours.

The employee becomes emotional.

Crying

- Crying employees probably are not able to participate in a discussion.
- Don't become angry with them. This will only serve to make the situation worse.
- Suggest you continue the conversation later.

Shouting

- Do not respond by shouting back.
- Talk slowly and calmly to the employee.
- If the shouting continues, ask the employee to leave and continue the conversation later.

Walking Away

- Ask employee to stay and finish the conversation. If employee refuses, let them go.
- Do not try to physically stop them.
- Complete the discussion after they calm down.

The employee constantly complains.

- Acknowledge their feelings.
- Paraphrase the facts.
- Move the discussion to problem solving.