

Course: Business English

Level 3

Day №10

Unit 5 Performance at work

5.3 Performance reviews



- ***How is your work performance measured?***
- ***How often do you get evaluated?***



Performance Review

Reviewer: Tina, thanks for coming in today. I want to talk about your performance this year and talk about next year. Ok?

Staff member: Uh-huh.

Reviewer: Mostly things have been OK but a few things weren't satisfactory. Last March, for example, you upset an important customer, Asia trade, by sending them the wrong documents. It was quite embarrassing for me...

Staff member: Sorry, Ted. But this is the first time I've heard about this. Why wasn't I told before? I have a good relationship with Asia trade. I could have apologized to them...

Reviewer: Yes, but it's too late for that now...

Staff member: That's my point exactly! I'm sorry if I made a mistake but you should have told me in March, not now.

Reviewer: Well, anyway, there was more than that one case. Surely you'll agree that you need to improve.

Staff member: Wait a minute! How can I improve if I don't know what to improve? More than one case? How many cases? Two? Two hundred? When did they happen? ... I ... I don't know what to say ...

Reviewer: Ok Tina. Let's talk about something else. How do you think Brian performed? Do you agree that his work has been below standard?

Staff member: No way! And hey! That's not my job! I'm not Brian's supervisor. Why are you asking me? ...



Fill in the table based on the performance review meeting.

a. How well prepared for the performance review meetings were the participants?

	Well Prepared	Quite well prepared	Not prepared	Don't know
Reviewer				
Staff member				

b. How does each participant feel during the meeting? Check as many as you like.

	comfortable	uncomfortable	angry	relaxed	upset	confused
Reviewer						
Staff member						

Look at a part of a performance review system called SMART. Create your own guidelines for a performance review. Include answers to the following questions.

- *What should the reviewer prepare?*
- *What should the staff member prepare?*
- *What should happen in the meeting?*
- *How will the reviewer and staff member set goals?*

SMART system for goal setting

Goal setting is the single most important aspect to achieving a goal. Well clarified goals meet the **SMART** criteria:

S PECIFIC	_____
M EASURABLE	_____
A GREED TO	_____
R EALISTIC	_____
T IME-BOUND	_____



Performance Review

REVIEWER : Ok Bob. What we're doing today is taking a look at the goals we set together for your last year and seeing whether they were met. And then we'll look to the future and set some new targets for this coming year. Is that ok?

STAFF MEMBER: Fine, yes.

REVIEWER: Ok, well why don't you start by telling me how you feel you've performed this year?

STAFF MEMBER: Sure, I had three main goals that we agreed on. They were to keep the office finances within budget, to supervise the office staff, and to create a new database of all our client companies. The office finances I think are fine.

REVIEWER: Mm-hmm, I agree.

STAFF MEMBER: We should end the year on budget.. But it hasn't been easy.

REVIEWER: No it hasn't, and I appreciate your efforts to keep spending down.

STAFF MEMBER: Uhm.. Office staff. Well apart from the problem with Kay, we haven't had many problems. To be honest, now that she's left. I think we have a much stronger team.



REVIEWER: Well, I see your point but Kay did have some skills we haven't been able to replace...

STAFF MEMBER: I'm working on a training course for John and Rita. I agree we need to improve in some areas but I think we can deal with these problems.

REVIEWER: Ok Bob. That's good to hear. Can you give me a report on what you have planned on that please?

STAFF MEMBER: Sure. I should have done that already.

REVIEWER: Yes, please keep me informed of anything that involves staff issues. Ok, how about the database? I have to say it looks great!

STAFF MEMBER: Thank you. Well, I think we have about seventy percent of our client information entered and up-to-date. That's not as I'd hoped for.

REVIEWER: Yes. We had agreed you'd have it finished by the end of the year. Is that likely?

STAFF MEMBER: I'm afraid I was too optimistic. Data entry is taking up a lot of my time.

REVIEWER: Well, now that you have the database set up, there's no reason for you to do all the entry yourself, is there?

STAFF MEMBER: No, I suppose notmmm, Yes you're right.

REVIEWER: Well, let's see. Who can we delegate this to?....

Fill in the table based on the performance review meeting.

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Reviewer				
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Reviewer						
Staff member						

Unit 5 Performance at work

5.4 Agreeing and disagreeing on performance

- *Do people often agree with you?*
- *How do you handle the situation if you're in disagreement with someone?*



Decide if these sentences express agreement or disagreement.
Put them on the scale below.

1. *That's my point exactly!*
2. *Well, I see your point, but Kay did have some skills we haven't been able to replace.*
3. *No, I suppose not... mmm, yes you're right.*
4. *Fine, yes.*
5. *Mm-hmm, I agree.*
6. *No it hasn't, and I appreciate your efforts to keep spending down.*
7. *No way!*



Can you think of any other ways to express agreement or disagreement?

***Look at the listed suggestions for a performance review system.
Which should and shouldn't be included in your system?***

- The reviewer should prepare a list in advance of what has and hasn't been achieved.
- The staff member should prepare a list in advance of what has and what hasn't been achieved.
- It is important for the reviewer to explain every problem that has happened in the last year.
- There should be one performance review meeting each year.
- The meeting should be held in the reviewer's language so that he/she is not disadvantaged.
- Performance review should be linked to pay.
- The performance review meeting should be held in a relaxed setting.
- The performance review agreement should be agreed on at the end of the meeting and cannot be changed for one year.

Useful language

I agree.

I think so too.

That's what I think too.

I disagree.

No, I don't agree with that.

I agree up to a point.

I suppose so.

I'm glad we agree.

I'm pleased you think so too.

***Thank you for
today!***

***I'm looking forward to
seeing you again!***