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How to write someone up for poor work performance

Annual performance reviews can be a stressful experience for both the manager and the employee. However, they are also a useful business process that can help the organization to increase productivity, improve employee engagement and meet revenue targets. When working on a performance appraisal for a salesperson, be sure to take into account more than just the sales numbers. It's important to consider factors such as internal sales processes and external market factors when reviewing the employee's performance. An effective salesperson performance review should not contain any surprises. Ensure that all parties involved are aware of progress and performance throughout the course of the year by keeping the feedback loop open. Conduct an informal salesperson performance review on a regular basis, such as during a monthly one-on-one meeting. Take this time to review the previous month's progress with the employee. Be sure to ask them how they felt their performance was and whether they were up against any barriers that limited their success. Provide suggestions that help the employee to overcome those obstacles during the next month. Prior to sitting down with the sales representative for their formal performance review, ask them to fill out a self-evaluation. This should include their views on how they performed during the past year, their strengths and weaknesses and how they contributed to the company. In the self-evaluation, give the employee the chance to speak to their performance against specific sales quotas they were required to reach. During the performance review with the sales representative, start by speaking to the self-evaluation. Discuss any points of note with the employee about how they viewed their performance. Look to the goals and sales quotas that were set at the beginning of the term and compare them to the actual results for this year. Have an honest but cordial discussion on why and how you think the sales representative achieved these results. Be sure to consider any internal and external factors that lead to the results, especially those outlined in the self-evaluation. For example, if the sales representative felt that they couldn't achieve their quota because of a product issue that customers wanted fixed, that could have led to a decline in sales. If the sales representative brought that issue to light repeatedly and the company didn't act on it, then this may be a discussion point with the product development group. Ask the sales representative if they feel there were any barriers that limited their success during this fiscal year. These could be aspects such as a skill set that they need to improve or additional training they require to be better at their job. It could also be a technology or a process that could be implemented to make their job more effective. Where possible, see if you're able to remove the barriers so the employee can better complete their tasks. End your performance review by creating a plan for the next period. Outline professional goals and sales quotas that the employee will be required to meet. If the employee is in a position to move up within the company, specify the next steps they can take to advance their career trajectory. Be sure to include this information in their sales performance appraisal so they can come back to it the following year to see if they met their objectives. At every step of the sales review format, it's important to include positive feedback. While it's critical to pinpoint weaknesses so they can be improved upon, it's also necessary to specify the employee's strengths so they know what they should continue to keep doing. Start and end on a positive note to lift employee spirits and help them feel more at ease during what can be a stressful meeting. Receiving a poor performance evaluation is upsetting. It can feel as though your job is in jeopardy and your manager is against you. Remember that any kind of feedback, even negative, is an opportunity to learn and grow. Once you've reviewed your poor review carefully, you can write an appeal letter for a performance appraisal to your company in hopes of turning things around. Before you write your letter, take some time to calm down and think about the items mentioned in the performance appraisal. Receiving a negative review can be a very emotional experience. It's important to take logical steps to appeal your review and keep emotions out of it when possible. Look at the review from an objective angle and see why your manager has rated you poorly. Once you've analyzed your poor performance review, you can start writing your letter of disagreement of performance appraisal. Your company may have a specific appeal process, so speak with your Human Resources team to understand how the procedure works. In many cases, a formal letter of appeal is required. Your appeal letter should be written in block style, with all text justified to the left. Single space the content, with a double space between each paragraph. You may want to add on attachments to the letter that exemplify your positive performance. In your letter, provide arguments that refute your poor performance appraisal. Use specific examples with metrics where possible. For example, if your unfair performance evaluation says that you lack time management skills, provide details that show how you have completed each project on time and have never missed a milestone or deadline. If your manager stated that your customer service was below company standards, pull up any customer reviews or feedback you have received that show customers were pleased with their service. It's not enough to refute claims without examples. It's important to provide specific situations at work where you have actually excelled in the areas where your performance review says you need improvement. For example, "My performance review states that I was late for several of my shifts. However, I have attached my time-sheets for the past year which show that I was always present at each shift on time. It also shows that I worked overtime on many occasions to help out my colleagues." Sometimes, elements of your unfair performance evaluation may be true. Be honest with yourself when reviewing your performance review. Has your manager mentioned an area where you truly can improve? If this is the case, it's important to accept the criticism and show your willingness to improve your performance. Noting your understanding of the full situation in your appeal letter shows maturity and wisdom. For example, "I understand that my communication skills can be improved. I am currently taking a course to learn more about business communication and have already gained new tactics which I can apply at work." Close your letter with a call to action. Decide what your ideal outcome is. Do you want your manager to redo your performance review, taking the information you have provided into account? Are you simply looking to be heard about the unfairness of your evaluation? Are you interested in escalating the issue to senior management? Weigh the pros and cons of each outcome and decide what's best for you. Outline the next steps in your letter. For example, "I would like to meet with my manager and a Human Resources representative to discuss my last performance review in light of the new material I have provided in this letter. Please let me know when we can meet at your earliest convenience." A performance review is more than just a tedious formality. Done well, performance reviews help your employees to learn and grow, and they also help you to evolve as a manager. Written performance reviews are tricky because employees don't have the benefits of face-to-face interaction to avert misunderstandings and soften language with nonverbal cues such as smiles. The key to writing an appraisal that encourages and rewards excellent performance is to build a strong relationship with your employee ahead of time to provide context and recourse. To foster excellent performance, make regular feedback an ongoing part of your management style. As a manager, your words and actions have the capacity to lift morale and build employee skills or to create a dysfunctional work environment where distrust and ill will are prevalent. Written performance appraisals don't occur in a vacuum. Rather, they express impressions and dynamics that develop throughout your day-to-day interactions with an employee. Set the stage for an excellent performance review by laying a groundwork of trust and support. Provide feedback as you go along rather than saving your thoughts and surprising your employees with written observations and feedback that would have been useful at an earlier time. Build an atmosphere of openness and goodwill by letting your employees know that you're on their side and that improvement is a win-win outcome. Let employees know that written appraisals are coming soon so they don't feel ambushed. Excellent performance reviews are formal documents that accurately and constructively reflect ongoing relationships and concerns. Establish a format for writing appraisals, such as a mix of specific and open-ended questions. Specific questions might include, "How has this employee's performance improved?" and "Where is there room for improvement?" Open-ended questions might include, "What else do you want to say to this employee?" Provide examples to back up your observations. It's more useful to say, "You frequently show up late and spend too much time surfing the internet," than to say, "You have a bad attitude." Offer a mix of positive feedback along with identifying areas that will require additional work. Start and end on a positive note whenever possible. Present specific objectives and goals for the future to set the stage for future appraisals and conversations. Employee self-evaluations are another important part of the appraisal process, providing your staff with the opportunity to formally reflect on their own performance and also to give you feedback on company culture and management style. Although employees often dread writing self-evaluations, you have the capacity as a manager to make the process a meaningful opportunity to receive useful and important information. As with your written appraisals of your employees, self-evaluations do not occur in a vacuum. Workers who feel that their voices are not heard in the workplace are unlikely to take the self-appraisal process seriously. Workers who trust you and feel that they have your respect are likely to bring this goodwill to the self-evaluation process, providing insights that are actually meaningful. Although written appraisals may be annual or semi-annual events, you should follow up on them regularly or as often as necessary. These follow-up conversations should be more informal and will almost certainly be more effective if they take place in person rather than in writing. In addition to following up on the feedback you have offered your employees via written appraisals, you should also communicate to them that you're open to hearing follow-up thoughts on the self-evaluations they have written. If there are issues with your workplace culture that have not improved, they should feel safe telling you that. If they do see genuine improvement, you should receive that information as well. Performance reviews are often viewed with trepidation by both managers and employees because of the negative feelings they can inspire. If you are responsible for writing reviews for your staff, turn them into an opportunity for growth and development. With attention to detail and careful planning, you can eliminate the negative stigma that surrounds review time. The key to writing effective performance reviews is preparation; too often, managers leave them until too late and are forced to use only their recent memory. To make sure you are making a fair assessment, keep notes all year so your review covers the entire review period. This is particularly important if an employee has had a rough few weeks or months because it will ensure that you consider past performance. If you have a hole in your notes or if you want backup, read through your emails to spark your memory about months past. When writing performance reviews, it can be too easy to focus on the negative aspects of the review. Don't forget to praise your employees to let them know that you notice the positive things they do. Be specific and give examples of inspiring behavior and let the employee know exactly how it benefited the company or the team. Focus on new ideas, innovation and effort in addition to performance to encourage creative thinking. When doling out criticisms, don't beat around the bush to soften the blow. Instead, get right to the point. Give specific feedback instead of generalizations, which can be misconstrued; doing so makes it easier to understand your negative feedback. Use neutral language and include numbers to back up your critique and suggest ways they can improve so they know that you are interested in helping them develop. Mention specific actions you want to see improvement so they can take action instead of feeling confused and helpless. Give your employees the chance to respond and react to their performance reviews by inviting them in to discuss each review. Allow some time so they can process any emotional reactions and formulate questions. In the process, you might find that you are wrong about something or that you did not fully understand a situation. The meeting also gives employees the opportunity to clear the air and build a trusting relationship – and lets them know that you are willing to listen. Employee performance reviews provide a formal checkpoint for a manager and an employee to celebrate the employee's accomplishments and discuss opportunities for improvement. Writing positive remarks on a performance review is a pleasure for any manager, because it means the employee is doing well and performing as expected or better. Write other people's feedback about your employee on her performance review. Several weeks in advance of the performance review date, ask colleagues who work with the employee to comment on her performance. Ask specific questions about the employee's verbal and written communication skills, about her ability to work with others, about her responsiveness to requests and the quality of her work. When the time comes to complete the performance review, include some of the positive remarks others made about the employee. If you and your employee set goals for this review period, review the goals and assess whether the employee accomplished them. On the performance review form, list the goals the employee accomplished. Mention any obstacles that the employee overcame to achieve the goals and how he handled those obstacles. Include your observations about the employee's professional growth and development. For example, address instances when the employee acted as a good role model for her colleagues and note her positive attitude and her ability to complete work within deadlines. Your observations do not have to solely focus on fulfilling tasks, but should also cover her effect on her department and coworkers. This is particularly important if you are considering the employee for a promotion. Your employee's performance review should also include your recommendations for the employee. If she is ready for a promotion, write a sentence or two that describes why upper management should promote him to another position. Similarly, if you plan to assign more advanced work to the employee because she successfully handled lower-level projects, document your recommendation in her performance review.

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