

## Role-Play Scenario Tips

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### Scenario #1 – The Angry or Defensive Employee

- Let the employee blow off steam but don't respond in kind
- Calmly acknowledge the emotional behavior. (“You seem very angry. I can see that this comment is very important to you.”)
- Listen and ask open-ended questions to identify the true nature of the resistance.
- State your point of view calmly.
- Describe the impact the emotional behavior is having on you and on the discussion. (“Your voice is so high that I feel that I'm being shouted at. It's hard to work on a solution when it feels like I'm being attacked.”)
- Determine if it's possible to continue the discussion constructively. (Do you think we should reschedule and wait for a better time to finish this appraisal?)
- Don't try to reach agreement if the employee stays angry. Set a second meeting.
- If it's possible to continue, share examples supporting your ratings and comments on the appraisal. (“We need to work together. I want to help. Let's start from the beginning. This is what I have observed...”)
- Express support and reassurance. (“I'm sure this will improve. I'm glad you spoke up. You have my support.”)

### Scenario #2 – The Employee Who Agrees Too Quickly/Is Quiet

- For some people this is a way of avoiding a problem. Probe to see what their real feelings are.
- Make sure the employee understands problem and consequences.
- Ask open questions to encourage employee to talk. (“What do you think of...” “What are your plans for...” “What would you suggest to improve...” “What do you think would make sense to resolve this situation?”)
- Listen and show interest.
- Do not feel obligated to fill silences. (“I feel we may not be fully discussing each of these areas. It seems that you are agreeing with me too quickly. Are you uncomfortable with our discussion? Why? How can we change that?”)
- Determine if agreement is sincere and emphasize steps for improvement.
- Establish process to follow up.

**Scenario #3 – Long Term Employee With Some Performance Issues**

- Show appreciation. (“We value your stability and reliability.”)
- Ask how the employee thinks things are going. His/her responses may help you decide how to proceed.
- Remember to focus on performance, not the person.
- Give specific examples illustrating how the employee’s performance did not meet your expectations.
- Re-state your expectations.
- Ask open questions and listen to identify employee’s feelings about the job.
- Reinforce strengths and mutually develop a plan for improvement.
- Make sure that you and the employee reach consensus on improvement plans.
- Express support and reassurance that the employee can meet your expectations
- Establish process to follow up.

**Scenario #4 – Employee With Whom You Don’t Have a Good Relationship**

- Conduct the performance appraisal meeting as you would with any employee
- Emphasize both the strengths and areas for improvement.
- Encourage the employee to discuss performance.
- Coach the employee to develop solutions to any problems.
- Offer help, agree on an action plan, and set frequent follow-ups for progress checks.