

7 tips on how to provide a fair critique to employees

As a manager, you should intervene quickly if you notice that an employee is manipulating others. The more consistently you critique poor behaviour, the sooner the employee will realise that their plans will be unsuccessful. The following tips^{1,2,3} can help to make the performance critique a win for everyone involved: for your employee, for you as a manager and for your hospital.

- 1. Take the time**
You should set aside at least 30 minutes for the performance critique. Let your employee know how long the meeting will last when you are arranging the date and time of the meeting. As far as possible, arrange the meeting so that you will be undisturbed and will not be rushed.
- 2. Remain factual and fair**
Prepare for the meeting. Make a note of when and under what circumstances you have noticed your employee's negative behaviour. Remain calm and point out the facts. Avoid generalisations, speculations and accusations from others.
- 3. Use motivational criticism**
Always open a performance critique with praise, for example *«I'm very happy with your work as a surgeon.»* Specifically describe the negative behaviour you have perceived and what sort of behaviour you expect from team members. Offer support.
- 4. Use «I» statements**
By using «I» statements, such as *«I believe...», «I was surprised to see that ...»*, you are giving your personal impression. In this way, your employee can save face and has the opportunity to respond. «You» statements are confrontational and provoke defensive behaviour.
- 5. Conduct a dialogue**
Allow the employee to tell their side of the story. Ask *«What led to such-and-such happening...?»* Stop endless justifications and excuses. *«That's not what this is about, let's come back to... »* point out discrepancies with your own observations.
- 6. Define boundaries**
Calmly make it crystal clear that you will not tolerate the behaviour being critiqued in the meeting. Avoid personal blame. Instead, highlight the consequences that can be expected if the employee does not change his behaviour.
- 7. Conclude the meeting on a positive note**
End the meeting the way you started it: with praise. Reach a joint agreement of goals that the employee will write out as bullet points and return to you. At the next meeting, you can then compare how he has progressed.

¹ <https://www.onpulsion.de/1287/14-tipps-wie-sie-ein-konstruktives-kritikgesprach-fuehren/> Accessed on 16.10.2018

² <http://www.lorenzen-vertrieb.de/verkaufstipps/fuehrung/kritikgesprach/> Accessed on 16.10.2018.

³ <https://www.monster.de/karriereberatung/artikel/kritik-ubem-wie-sag-ichs-am-besten>. Accessed on 16.10.2018