10. **Give advance notice.**

- Give employee enough time to prepare
- Give employee ideas on how to prepare
- Don’t postpone or cancel

9. **Prepare Year-round.**

- Make documentation automatic
- Document for all employees
- Document good and bad
8. Practice Practice.

- Power of Practice

7. How about a positive sandwich?

- Start with the positives
- Give areas for development
- Express confidence that they'll succeed

6. Avoid Halos and Horns

- Don't let one positive make you ignore their areas for development
- Don't let one bad incident overpower all the good
- Use your files to review all work, not just the latest
3. BE prepared

- Spend half hour before the session reviewing all materials
- Organize documentation and review process

4. Find the PERFECT location.

- Think privacy
- Get out from behind your desk
- Put everything on hold

5. Identify development opportunities.

- Help them determine areas they’d like to develop
- Don’t just tell them to develop skills, give them actions and ideas
- Set actions, deadlines, and measurement of success
2. Let them go **FIRST.**

1. Think **beyond the ratings.**

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**Shameless plug**

Learn something new