



**MPV\_COMA**  
**Communication**  
**and Managerial**  
**Skills Training**  
Seminar 9,10

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# Content

- Feedback at workplace
- Performance appraisal
- Team work and team roles

# Negative feedback in the workplace

- <https://www.youtube.com/watch?v=1AtT8a1EJ6k>

# How to give negative feedback in the workplace

- Get your emotions under control
- Find a private place
- Consider timing
- Focus on the actions, not the person
- Be direct
- Describe specific behaviours
- Stop talking and seek confirmation
- Reaffirm your faith in the person
- Define positive steps, provide possible solutions and be goal orientated
- Document the feedback for future

# Negative feedback in the workplace

- Employee termination scenario

# Performance appraisal

- Fixing performance problems
- <https://www.youtube.com/watch?v=OIXJ7xRU4K4>

# Performance appraisal

- Fixing performance problems:
  - Clarify
  - Explain
  - Discuss
  - Agree
  - Review

# Performance appraisal

- Role play “Eager but having behavioral problem” (Cox and Dufault, 1996)



# Performance appraisal

- Employee development
- <https://www.youtube.com/watch?v=ym7t33WPb9s>

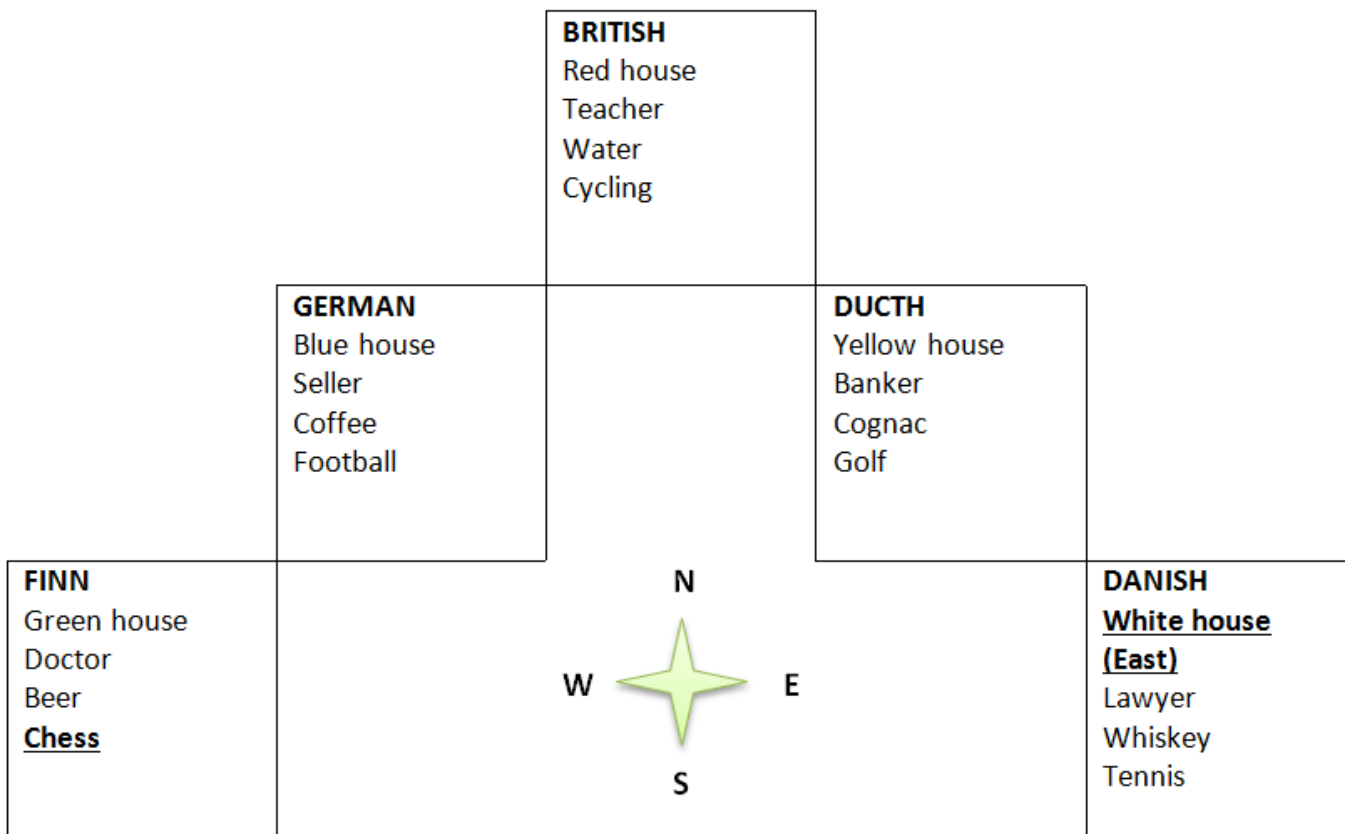
# Performance appraisal

- Employee development
  - Aspirational
  - Interests
  - Measurable

# Teamwork and team roles

# Teamwork exercise

# Right answer



# Belbin team role self-reflection

# Belbin team roles

read more on

[https://www.mindtools.com/pages/article/newLDR\\_83.htm](https://www.mindtools.com/pages/article/newLDR_83.htm)

<b>Action Oriented Roles</b>	Shaper	Challenges the team to improve.
	Implementer	Puts ideas into action.
	Completer Finisher	Ensures thorough, timely completion.
<b>People Oriented Roles</b>	Coordinator	Acts as a chairperson.
	Team Worker	Encourages cooperation.
	Resource Investigator	Explores outside opportunities.
<b>Thought Oriented Roles</b>	Plant	Presents new ideas and approaches.
	Monitor-Evaluator	Analyzes the options.
	Specialist	Provides specialized skills.



Thank you for attention!