1. **Be specific.** If an employee has been consistently late, specify the number of times (frequency) or amount of time (intensity). Avoid exaggerated statements. If the form of poor performance has been a problem in the past, remind the employee when you have pointed out the offense previously.
2. **Focus on the performance required for the job.** For example, if you need to correct something like inappropriate dress, make sure that you reiterate the guidelines that have been outlined for the workplace--not the personal taste of the individual.
3. **Consider the needs of the receiver.** Everyone handles feedback differently. Regardless of the poor performer's personality, however, you should always be clear and straightforward in your communication.
4. **Focus on performance over which the receiver has control.** Poor performance isn't always the result of an employee's carelessness. If an employee hasn't reached his / her goals because he /she has not conducted the required number of activities, work with him / her to identify things he / she can do that will help him / her to make progress.
5. **Give timely feedback.** Usually, there's no reason to hesitate on giving feedback to poor performers. Make the individual aware of what he / she did immediately so he / she will have total recall of what just happened.
6. **Check for understanding.** Avoid asking close-ended questions during the discussion or when summarizing. Ask the employee to summarize his /her understanding of the situation and to identify the actions that should be taken moving forward.
7. **Keep a paper trail of your discussions.** After each meeting with the poor performer, take notes that summarize the discussions. In your documentation, include the problem, the action taken to correct or eliminate it, the dates, the result that occurred, and any comments that will help you to recall feedback sessions when you are completing your summary of performance at the end of the year appraisal. However, don't include only examples of the employee's poor performance. Also highlight, discuss, and document examples of acceptable and/or outstanding performance.
8. **Use the ABC format for giving feedback.** Here's how the format breaks down:

**A** is for accurate. Be accurate by reflecting an objective description of what occurred.

**B** is for behavioral. State the problem in behavioral / performance terms (what was seen or heard).

**C** is for consistent. Consistently give feedback; not just when things go wrong. Be sure to include what was done, the impact, and how it will be eliminated (if negative) or repeated (if positive) in the future.

1. **Institute a Performance Improvement Plan.** Design and implement a specific and measurable performance improvement plan. Provide a timeline of when the next appraisal will take place. Provide resources to enable the employee to improve.