

# How to evaluate someone

In this lesson you will learn ways of talking about people's performance.

## Starter

- 1 Look at the extract from a staff handbook. Do you think performance appraisals are effective in achieving these objectives?

### Uses of performance appraisals

- helping management to supervise subordinates more closely
- making decisions on promotions, transferrals, and dismissals
- motivating employees by giving them feedback on their strengths and weaknesses
- deciding on training plans
- establishing pay rises and/or bonuses and who to allocate them to

## Expressions

- 1 Complete the performance evaluation document with the headings below.  
good needs improvement  
does not meet minimum standards  
excellent average
  - 1 \_\_\_\_\_ Exceptional performance. Employee not only achieves set objectives well above established standards but also **makes accomplishments in unexpected areas.**
  - 2 \_\_\_\_\_ Consistently **goes beyond** established standards in most areas of responsibility. Employee both meets job requirements and reaches objectives above established standards.
  - 3 \_\_\_\_\_ Employee fulfills all job requirements and achieves set objectives to **an appropriate standard.**
  - 4 \_\_\_\_\_ Employee either fails to fulfil **set objectives** within appropriate standards or does not completely meet some job responsibilities.
  - 5 \_\_\_\_\_ Employee neither **meets job responsibilities** nor achieves important objectives.
- 2 Look again at the performance evaluation document in 1. Can you explain the words in **bold**?
  - 3 Read the written comments from the performance appraisal of Jerry DeSouza, manager of one of the Kool Karaoke chain of karaoke clubs.

## Speaking

- 1 You are Jerry DeSouza. Role-play an appraisal with Mira, one of your receptionists (your teacher). Use your notes below.

### Commercial orientation

- 2 Doesn't promote more expensive packages and memberships

### Customer focus

- 4 Courteous, could be more friendly  
- remember regular customers' names

### Time management

- 3 Punctual, sometimes doesn't submit weekly customer report on time

### Teamwork

- 2 Not v cooperative re rota changes. Has personal problem with Asst Manager?

## Language box

*Not only ... but also* is used to emphasize addition, with either a positive or negative meaning:

The company has **not only** developed innovative products, **but also** won awards for them.

If *not only* is at the beginning of the sentence, in order to be more emphatic, we invert the subject and verb:

**Not only** did you arrive late, **but you also** didn't go to the meeting.

*Both ... and* is used to combine two elements:

You can **both scan and print** with this machine.

## Hint

Either and neither are pronounced in two ways:

/iːðə/ /niːðə/ or /aɪðə/ /naɪðə/

Both pronunciations are correct.

Mr DeSouza has not only found innovative ways of attracting more customers but has also managed to keep within budget. Therefore he has succeeded in bringing the club back into profitability.

Mr DeSouza could definitely improve in this area. He prefers to work alone, which is neither helpful to his colleagues nor sustainable in the long term. He hardly ever sends in the 'top play' reports or takes part in the management workshops.

Mr DeSouza has been making an effort in this regard, e.g. more training for new employees. However, he has not met the objective of reducing staff turnover at his club, so this is an area that Mr DeSouza needs to work on.

How would you rate Jerry in each area based on the ratings system in 1? Complete the table with your ratings (1–5).

Competency	Rating
Commercial orientation	
Teamwork	
Leadership – motivating and developing others	

**Either ... or** shows two alternatives:

We should **either** get paid overtime **or** have time off in lieu.

**Neither ... nor** shows a combination of negatives:

The new office is **neither** comfortable **nor** convenient.

We invert the subject and verb after **nor** for emphasis:

Jurgen **neither** phoned me back **nor** did he reply to my emails.

## Look

Look again at the texts in Expressions. Find more examples of these phrases.

## Writing

1 The following extract from a performance appraisal uses only simple sentences. Rewrite it in a more sophisticated style by joining some of them together.

Ms Lee is hard-working. She is well-motivated. She usually works alone. She does not communicate enough with her colleagues. Her colleagues do not always know when there is a problem. This can lead to disappointed customers. She should talk to them about any problems. Alternatively, she could email them about any problems. Usually Ms Lee is customer-focused. She replies to enquiries within two days. She is polite and friendly on the phone. We have not received any complaints about her from the customers. We have not received any complaints from her colleagues.



## Lesson record

3 new words from this lesson

3 useful phrases from this lesson

1 .....

1 .....

2 .....

2 .....

3 .....

3 .....

Things to remember

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