The annual employee review is intended to provide the opportunity for an open and trusting exchange between management and employees, during which they can have a structured talk about working situations, job satisfaction/motivation, tasks, achievements and developments. Effective, responsive communication is the starting point and basis for a purposeful and successful conversation.

**COMMUNICATION IN THE ANNUAL EMPLOYEE REVIEW**

- **Active, targeted communication:** Gather information and ask questions; do not passively wait for information!
- **Express „ME messages“:** Share feelings openly and in a straightforward manner without being hurtful. Do not avoid difficult topics!
- **Communicate interactively:** Both parties should have equal shares in the conversation; give your conversation partner the opportunity to reflect on what has been said and respond to it
- **Avoid monologues** and unilateral demands

**LANGUAGES AS A COMMUNICATION TOOL**

- **Adapt your sentence structure and choice of words to those of your interlocutor:** This demonstrates that both parties are on equal ground and builds confidence
- **Use short and concise phrases,** focus on stressing the most important aspects. Avoid rambling on!
- **Inflection:** Objective, quiet, polite; enunciation, average rate of speech
- **Argue objectively,** provide well-justified arguments
- **Take breaks from speaking after questions and statements:** Give your interlocutor the opportunity to reflect and respond

**ACTIVELY LISTENING, SHOWING INTEREST AND APPRECIATION**

- **Ask further questions, ask for clarification if something is unclear:** “You say that...? Did I understand you correctly?”
- **Summarise the core statement of what you heard in your own words, avoid misunderstandings:** “If I’ve understood you correctly, you say that ...”
- **Signal that you’ve understood:** allow your interlocutor to finish speaking
- **Address what your interlocutor has to say, but refrain from stating your own opinion:** listen to everything he or she has to say
- **Adressing by name:** Creating a personal conversation atmosphere
- **Bear with the breaks:** be patient