

# Self Appraisal

## *Getting Ready*

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### **You are Biased!**

There are no two ways about it because you need to survive and maintain your self-esteem. You need data to disprove you. You need to be your critic before anyone else can be.

You need a self-assessment tool to review yourself. You need solid data to back up your performance and you need to constantly check your biases. You need to play a role in appraisal and an active one.

Data is your best ally and also your worst enemy. Get data from various reports, peer comments, other colleague comments, written emails about the projects and other work you may have done for colleagues and other departments. You need to gather all this data. It will take a solid 5-6 hours to do it and you need to do it as diligently as any report you submit to your boss or higher ups. You usually are slack about it and think your boss already knows it. Yes, he knows it but from his eyes and not yours. You will soon see that your data is at loggerheads with your boss's and you need to prove yourself constantly. You are going in for a skirmish and you better be armed. Data is your armour.

You are going to encounter ups and down, you are going to encounter uncharted territories when you meet your boss for your appraisal. If you are SMART, you need to ask for feedback first and written comments from your boss and know what he is going to ask for in the meeting before you meet him. This is like winning a toss and deciding what you are going to do, bat or bowl. My strong advice is to know what discussion is going to happen and be prepared for it. Do not go in with a pre-conceived rating into the discussion as it will make you defensive and if the encounter is going to put you on the mat and when that happens we know that you are not playing your best game.

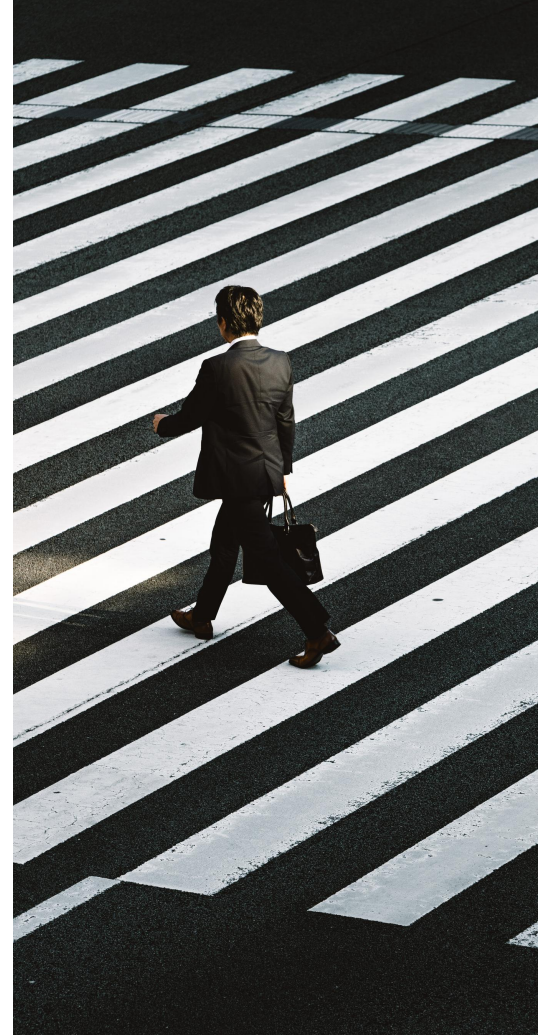
Before you go in the meeting, set the ground rules:

- Where will we meet? Try to meet on neutral territory, not your boss's cabin.
- How long do we have for the meeting? How long do I have?
- What data do you need from me before our meeting?
- How many days before our meeting do you need?
- What can I expect in the meeting?
- What will be the flow of the meeting?

In short, try to drive the meeting the way you want it to go. You will not be able to get it perfectly right and may not be able to get answers to all the questions above. Try to get as many as possible.

Now, the most important aspect, 'the appraisal meeting'

- Focus on arriving at an agreement on the data presented and be conclusive
- Remain honest and positive
- Since this is about you, most likely you are going to get emotional. Try to stay rational. The only way to achieve it is if you have role played it before.
- Check for your and boss's bias basis a recent event
- Be ready to get surprised. Remain calm when this happens. If the data presented is a surprise, call it out and say that you need time to process it.



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Most probably your boss has already decided a rating before meeting you and is back fitting it. If you see that happening, share with your boss that you want him to be honest about your performance before you discuss and agree on the rating.

Make sure that you do discuss the efforts put it for the year, the feelings you may be having and your chosen words.

Remember that if you do not take charge of your discussion, your boss will. It is essential that you remain in-charge of your performance discussion and drive it rather than being driven.

### **About the Author:**

Rajan Kalia is the Co-Founder of Salto Dee Fe Consulting. He brings a rich experience of over 28 years in HR. Rajan currently consults, advises, coaches and innovates in the area of Human Resources and is a business enabler. He created Karma Notes, a one minute feedback mobile application and RF4, an employee retention tool. Rajan also serves on the corporate advisory board for various organizations. He is also a moderator for Harvard Business Press, Stanford Seed, and a coach with DDI, India. Prior to Salto Dee Fe, he has worked with organizations like Ballarpur Industries, Eicher, Coca Cola, Max Life Insurance. He last served as the Director HR for Max New York Life Insurance.

### **About Salto Dee Fe Consulting:**

Salto Dee Fe Consulting (SDF) is a business enabling consulting firm that works at the intersection of Strategy & Execution and Business & Human Resources. We partner with organizations to leapfrog their business to its next phase of growth. We do this by co-creating bespoke solutions that are scientifically validated and enable organizations to meet their business objectives. With expertise across industries, sectors, and geographies, we partner with you to solve your most important HR challenges. We are exclusive partners of TSG - The Talent Strategy Group (New York). TSG is globally respected for their Thought Leadership in Talent Management based on science-based simplicity. Amongst their clients are multiple Fortune Top 100 companies.



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