



# Delivering Bad News

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# An Effective Strategy

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- Be VERY CLEAR in what you are saying
- Let the recipient complain/vent
- Be consistent and clean
- Recognize that people hear things differently



# Some general rules

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- Describe specific behaviors/problems
- Focus on behavior, not personality (“You missed deadlines” vs. “You are irresponsible”)
- Encourage feedback and LISTEN
- Begin and end with something positive and a plan for improvement



# The Sandwich Model

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- Start with GOOD news
- Deliver the BAD news in the middle
- End with POSITIVE feedback



# But what if they yell at me?!!

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- People may lose their temper when confronted with a performance problem
- Tell yourself that they are not yelling at YOU, they are yelling at the CHAIR
- Try your best to remain calm
- Don't get defensive or agree with the person

# Gender differences in receiving bad news



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- Johnson and Helgeson (2002) report that men's self-esteem is not affected much by feedback in annual reviews
- Women's self-esteem goes up slightly with positive feedback and down with negative feedback
- Women are more willing to change behavior after feedback (and agree more with feedback)