



Barvydiene and Kasiulis, 2001 advice the leader, planning to express the critics, to pay attention to the following facts, increasing the constructiveness of critics:

- Make sure that the behaviour to be criticised can be changed; otherwise critics should not be expressed;
- Do not be too fast with critics: when critics is expressed in the state of rage, the hostility can be provoked as well as the personal dispute;
- Critics is to be expressed personally – the one who should hear it is to hear it;
- Critics is to be expressed after some time after the failure;
- Appropriate time and place is to be defined otherwise the critics may become destructive.



- The failure is to be proved by facts, but not by personal assessments;
- Criticism is to be expressed on the behaviour but not on the person;
- It is important to explain how important it is to change the behaviour and to give more specifics to criticism;
- It is important to stress what could help the criticised one so he could try to change it;
- Criticism is to be expressed about “now” and “here” with no links to the past;
- Attention is to be paid to individuality of a criticised person, his age, position, self-esteem, beliefs, nationality and etc.



- Try to avoid personalism, because it provokes intrigues, critics of a working style, attacking with a fear to be criticised.
- It is not good to transform critics into a lecture, notations.
- It is important to show that you understand feelings and problems of others, to predict possible reactions;
- The one who criticises should not express asthenic emotions, hostility and sarcasm.
- It is important to check if the criticised person understands critics and to offer the reward for the changed behaviour.
- It is important to see the situation from the perspective of an employee.



The most appropriate form of criticism is the conversation, discussion and the most characteristic mistakes are discourtesy, disrespect, lecturing, teaching and the total condemnation, false interpretations, speculative reference to others.

According to Goelman, 2008, many of leaders tend to criticise own employees, but to not praise them, therefore staff knows the attitude of a leader only when makes mistakes.

Levinson, 194 stated that “if a leader does not express feelings properly, his annoyance is growing. And the day comes then he “explodes”. If the leader gives notes, remarks earlier, the employee has an opportunity to correct mistakes. Often the criticism is told only when it is already too late and then the criticism is expressed in the most inappropriate form: threatening, remembering previous mistakes and such attacks cause inappropriate reaction – the ones who are criticised take offence and become angry.