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accuracy, which enhances overall team performance and member satisfaction. It consistently goes above and beyond, ensuring your work is always up to the highest standards, exceeding expectations. You take pride in your work, maintaining high standards even when juggling multiple tasks. When it comes to meeting tight deadlines, your work contains errors that could be prevented with more thorough review and attention to detail.” There are moments when your output lacks the depth expected, suggesting a need for more comprehensive research or analysis. “Your recent work has shown inconsistency in meeting quality benchmarks. Let’s work on maintaining a steady standard of excellence.” “You sometimes rush through tasks, which impacts the quality of your output. Slowing down and double-checking your work could improve results.” “We’ve noticed that you occasionally overlook small but important details. Paying closer attention to these details will enhance the quality of your work.” Positive “You actively contribute to team discussions, bringing valuable insights that enhance collaboration and drive results.” “Your ability to work harmoniously with colleagues from diverse backgrounds fosters a positive and inclusive team environment.” “You consistently offer support to team members, demonstrating a strong commitment to collective success.” “Your open and cooperative nature makes you a reliable team player, boosting overall team morale and productivity.” “You effectively leverage team members’ strengths to achieve shared goals, demonstrating strong collaborative skills.” Critical “At times, you seem reluctant to engage in team discussions, which can limit collaboration. Becoming more involved could benefit team outcomes.” “There are instances where you focus more on individual tasks than on team efforts. Balancing both aspects will improve team dynamics.” “You occasionally struggle to accept input from others, which can hinder collaborative decision-making. Being more open to different perspectives could enhance teamwork.” “Your feedback to colleagues can come across as overly critical, affecting team rapport. Adopting a more constructive tone can improve collaborative relationships.” “We’ve observed moments when you prefer working independently, missing opportunities to contribute to team efforts. Engaging more with the team will foster better collaboration.” Positive “You inspire and motivate your team effectively, demonstrating strong leadership skills that drive collective success.” “Your clear vision and strategic thinking have guided the team toward achieving key goals consistently.” “You excel at delegating tasks appropriately, empowering team members while maintaining accountability for outcomes.” “Your open-door policy encourages team members to share ideas and concerns, fostering a transparent and supportive work environment.” “You demonstrate confidence in decision-making, even under pressure, which sets a positive example for the team.” Critical “At times, your leadership approach can be perceived as too directive, which may limit team members’ creativity and input. Encouraging more autonomy could improve team morale.” “You occasionally struggle with providing timely feedback, making it harder for team members to adjust their performance effectively.” “There are moments when you hesitate to make difficult decisions, which can slow down the team’s progress. Strengthening decisiveness in challenging situations could enhance leadership.” “You tend to focus more on immediate tasks than on long-term strategy. Adopting a more strategic mindset could help drive team growth and performance.” “We’ve observed instances where you are less open to alternative perspectives. Embracing diverse viewpoints can enhance team dynamics and decision-making.” Positive “You approach problems with a solution-oriented mindset, often finding innovative ways to overcome challenges.” “Your ability to analyze complex situations and make well-informed decisions has consistently led to successful outcomes.” “You remain calm under pressure, effectively evaluating options and making timely decisions that benefit the team.” “Your thorough assessment of risks and benefits before making decisions ensures strategic choices that drive results.” “You are proactive in identifying potential problems early and addressing them before they escalate, showcasing strong problem-solving skills.” Critical “At times, you take longer than necessary to make decisions, which can delay project progress. Improving decision-making speed could enhance team efficiency.” “You occasionally struggle to consider alternative solutions when faced with challenges, limiting the scope of potential outcomes.” “There are instances when your decision-making appears rushed, leading to oversights. Taking a more thorough approach could yield better key objects.” “You sometimes avoid addressing complex issues, which can impact project timelines. Building confidence in tackling challenging problems is essential for your problem-solving efforts tend to focus on immediate fixes rather than long-term solutions. Adopting a broader perspective could lead to more sustainable outcomes.” Positive “You handle unexpected changes with ease, maintaining productivity and a positive attitude.” “Your ability to adjust quickly to shifting priorities helps the team stay aligned with new objectives.” “You embrace new processes and tools enthusiastically, making the transition smoother for the entire team.” “Your openness to change and willingness to adapt set a strong example for others, promoting a flexible work culture.” “You consistently view change as an opportunity for growth, which drives innovation and improvement within the team.” Critical “At times, you appear resistant to changes in processes, which can affect project timelines. Developing a more open mindset could improve adaptability.” “You sometimes struggle with adjusting to new roles or tasks, which can impact performance. Embracing change with a more positive outlook could help you adapt faster.” “There are moments when you hesitate to adopt new tools or methods, which may limit team progress. Becoming more open to learning new skills could enhance your adaptability.” “Your reaction to sudden changes can sometimes seem overly cautious, which slows down implementation. Building confidence in navigating change could benefit your performance.” “You occasionally prefer familiar routines over new approaches, missing opportunities for improvement. Embracing change more readily can drive better results.” Positive “You consistently prioritize tasks effectively, meeting deadlines while maintaining high quality in your work.” “Your organizational skills ensure that projects run smoothly, even when handling multiple responsibilities.” “You demonstrate strong time management, balancing urgent tasks and long-term projects with ease.” “You proactively plan your workload, making efficient use of time and resources to achieve goals.” “Your structured approach to tasks helps the team stay organized and aligned with project timelines.” Critical “At times, you struggle with prioritizing tasks, which affects meeting deadlines. Improving task prioritization could enhance time management.” “You occasionally miss deadlines due to insufficient planning. Developing a more proactive approach to scheduling could be beneficial.” “There are moments when you appear overwhelmed by multiple tasks, leading to team frustration. Creating a clear task list could help manage workload better.” “You sometimes spend more time than necessary on less critical tasks, affecting overall productivity. Focusing on high-priority tasks first could improve outcomes.” “Your approach to managing work can occasionally be reactive rather than proactive. Establishing a more structured routine could enhance efficiency.” Positive “You consistently set clear goals and achieve them, significantly contributing to team success.” “Your results-driven mindset ensures that project targets are met efficiently and effectively.” “You not only meet but often exceed your performance goals, demonstrating a strong focus on outcomes.” “Your ability to break down goals into actionable steps has led to consistent achievements across projects.” “You maintain a strong commitment to achieving results, even in challenging situations, inspiring the team to do the same.” Critical “At times, your goals lack specificity, making it difficult to measure progress. Setting clearer, more defined targets could improve outcomes.” “You occasionally struggle to meet set deadlines, impacting overall results. Stronger time management could enhance goal achievement.” “There are instances where your focus shifts away from priorities, affecting results. Maintaining alignment with core goals is crucial.” “Your efforts sometimes lack a strategic approach, limiting the achievement of broader outcomes. Embracing a more results-oriented mindset could help.” “You tend to focus more on tasks than outcomes, which impacts overall goal attainment. A stronger focus on end results could drive better performance.” Positive “You consistently take ownership of your tasks and responsibilities, ensuring projects are completed successfully.” “Your reliability and accountability are evident, as you always follow through on commitments.” “You demonstrate a strong sense of responsibility, handling even challenging tasks with dedication.” “You openly accept accountability for your work, addressing mistakes promptly and constructively.” “Your proactive approach to taking responsibility fosters trust and confidence within the team.” Critical “At times, you avoid taking full accountability for tasks, affecting project outcomes. A stronger sense of responsibility could improve performance.” “You occasionally miss deadlines without sufficient communication, impacting accountability. Improved transparency could enhance team trust.” “There are instances when you hesitate to acknowledge mistakes, limiting learning opportunities. Accepting responsibility can drive growth.” “Your follow-through on assigned tasks can be inconsistent, leading to gaps in project completion. Consistent accountability is needed.” “You sometimes rely on others to address issues that fall under your role. Greater ownership of tasks is essential to improve results.” Positive “You regularly introduce creative ideas that enhance processes and improve team outcomes.” “Your innovative thinking has led to significant improvements in project efficiency and quality.” “You actively seek opportunities to enhance workflows, demonstrating a commitment to continuous improvement.” “Your proactive approach to learning new skills drives personal growth and inspires the team to innovate.” “You encourage a culture of continuous improvement, motivating others to explore innovative solutions.” Critical “You occasionally resist trying new methods, which can limit innovation. Being more open to experimentation could improve outcomes.” “Your focus on established processes sometimes hinders improvement. Embracing change can lead to better results.” “At times, your suggestions lack a practical application, making it harder to implement improvements. Focusing on actionable innovation could help.” “You tend to rely on routine approaches, which restricts progress. Adopting a more innovative mindset could enhance performance.” “You occasionally miss opportunities to optimize processes, affecting continuous improvement. A more proactive approach to innovation could drive better outcomes.” Positive “You have consistently demonstrated exceptional performance, achieving your goals with precision and contributing significantly to the team’s success. Your proactive approach, attention to detail, and collaborative spirit set a high standard for others.” “Your work throughout this period has been exemplary, marked by strong results, effective problem-solving, and a commitment to continuous improvement. You show great initiative and have been a positive influence on the team.” “You have shown consistent growth, achieving key objectives while maintaining a high level of quality in your work. Your adaptability, innovative mindset, and dedication to personal and professional development are highly valued.” “Your performance has been outstanding, characterized by strong leadership, effective communication, and an unwavering focus on results. You’ve not only met but often exceeded expectations, driving both individual and team success.” “You’ve maintained a strong level of performance across all your responsibilities, showcasing a results-driven approach and a willingness to take ownership of challenges. Your contributions have had a measurable impact on team goals.” Critical “Your overall performance has been satisfactory, but there are areas for improvement, particularly in time management and goal clarity. Greater focus on prioritizing tasks and setting more defined objectives could enhance outcomes.” “While you have shown dedication to your role, there are moments when a lack of consistency affects your performance. Strengthening accountability and follow-through on commitments could drive better results.” “Your efforts have been commendable, but at times, you’ve struggled with adapting to changes and meeting deadlines. Developing better adaptability and time management skills could improve overall performance.” “Your overall contributions have been positive, but there’s room for growth in areas like communication and teamwork. Engaging more actively in discussions and being open to feedback could enhance collaboration and outcomes.” “You’ve shown potential in your role, but inconsistencies in meeting targets and maintaining quality have impacted performance. A more focused approach to goal achievement and continuous improvement would be beneficial.” The phrases above help employees understand where they stand in terms of performance. But it’s just as important for employees to know how to respond to feedback. The way they respond plays a big role in shaping their growth and career journey. Here are some effective ways employees can respond to both positive and constructive feedback from their managers: “I’m really glad my efforts have been impactful. I’ll continue to give my best and seek new ways to contribute even more.” “Thank you for recognizing my work. It’s motivating to know it aligns with the team’s goals, and I’m excited to keep up the good work.” “I’m grateful for your feedback. It reinforces my commitment to the role, and I’m eager to find more ways to support our objectives.” “I appreciate your kind words. It gives me the confidence to tackle new challenges and grow further within the team.” “Thank you for acknowledging my contributions. I’ll maintain this level of effort and aim to bring even more value moving forward.” “Your positive feedback means a lot. I’ll keep pushing forward and look for additional opportunities to support the team’s goals.” “I really appreciate your kind words. It’s rewarding to know that my efforts are making a difference, and I’ll continue to contribute to our shared success.” “Thank you for your encouragement. It gives me the confidence to take on more ambitious projects and grow further in my role.” “I value your feedback, and I see this as a chance to enhance my skills. I’ll put together a plan to address these areas.” “I understand where I need to improve, and I’m committed to making meaningful changes. If you have any suggestions, I’d appreciate your guidance.” “Thank you for being straightforward. I’ll reflect on this feedback and actively work on improving these aspects.” “I recognize the need for growth in these areas and will work diligently to implement the necessary changes. I’m open to any support you think would be beneficial.” “I appreciate you pointing this out. I’ll make it a priority to address these gaps and enhance my performance moving forward.” “I appreciate your honesty and constructive feedback. I’ll use this insight to identify specific steps for improvement.” “I understand your concerns and will make these areas a priority. Do you have any recommendations or resources that could help me improve?” “Your feedback is valuable, and I apologize for any impact my performance may have had. I am determined to learn from this and make the necessary adjustments.” Your Hub for Engaging People and Managing Success © 2024 Engage and Mange. All Rights Reserved. Manager performance review feedback is a critical tool for assessing a manager in their role. Performance review process typically involves providing detailed feedback on a manager’s performance, including their strengths and weaknesses. The appraisal process typically begins with a comprehensive evaluation of each manager’s current performance level, followed by feedback from both their direct supervisor and other team members. This feedback can then be used to create actionable steps for improving performance, as well as to recognize areas of excellence. If you’re a manager, check out these articles: How to Give Performance Feedback? Techniques and Examples (Positive, Negative, STAR Feedback) and 2000+ Performance Review Phrases: The Complete List For employees writing a performance review for their managers, the article below is tailored to provide practical advice and examples. These performance review examples can also be used to provide managers with tools for self evaluation and serve as a guidance for managers and supervisors in developing their own goals and objectives. Part 1 How to write a performance review for a manager or supervisor? When writing a performance review for a manager or a supervisor, it is important to focus on specific examples of their performance and provide constructive feedback. It can be helpful to have a list of performance review phrases and examples to draw from when providing feedback. This can help ensure that the review is clear and thorough, and will allow the manager to understand how their job performance is seen by others. Here are a few tips: 1. Be objective and tactful. 2. You can use specific examples of behavior to reflect the manager’s contributions and achievements. Example 1: ‘Michael has made significant contributions to our team, and his leadership and strategic thinking have been instrumental in driving our team’s success. One example of our Michael’s contributions is his ability to foster a culture of collaboration and teamwork. He encourages open communication and ensures that everyone has a voice in decision-making. This has led to increased trust and mutual respect among team members, resulting in higher levels of productivity and engagement. Another example of our Michael’s achievements is his ability to adapt to changing circumstances and prioritize effectively. He has successfully navigated through challenging situations and has remained focused on our team’s goals. For instance, when faced with unexpected budget cuts, he was able to identify areas where we could reduce costs without compromising our quality of work. Michael’s leadership has also been instrumental in developing and implementing new initiatives that have had a positive impact on our team and organization. For example, he spearheaded the implementation of a new project management system that has improved our team’s efficiency and effectiveness. He also initiated a mentorship program that has provided valuable opportunities for professional development and growth. Michael’s strategic thinking and commitment to excellence have been instrumental in driving our success. We are fortunate to have him on our team and look forward to his continued leadership and guidance in the years to come.’ Example 2: ‘John has been an exceptional leader who has consistently demonstrated a strong work ethic and a commitment to excellence. His leadership style is characterized by his ability to inspire and motivate his team to perform at their best. John has also implemented several initiatives to improve the team’s productivity, such as implementing new software tools to streamline workflows and creating a more efficient scheduling system. John is always willing to listen to feedback and takes a collaborative approach to problem-solving, which has helped to foster a positive and productive work environment. One of John’s most significant contributions has been his ability to lead his team through a difficult period of change. When the company underwent a major restructuring, John was able to navigate the changes with grace and professionalism, ensuring that our team remained focused and motivated throughout the transition. Overall, John has been an outstanding manager who has made significant contributions to the success of our organization. His leadership, communication skills, and ability to inspire the team have been instrumental in achieving our goals and objectives. We are fortunate to have him on our team.” Reliability 100 Performance Review Example Phrases Example 3, with suggestions for improvement: “As a manager, Sarah has consistently demonstrated strong leadership skills and a commitment to achieving results. She leads by example, setting high standards for herself and her team. One example of this is when she took the initiative to help their team members reach their full potential, and foster an environment where peers feel comfortable sharing ideas and asking for guidance. By developing strong mentorship skills, leaders can create an atmosphere that encourages collaboration and growth for all members of the team. Setting goals is an important part of being a successful manager. Goals should be set realistically, with timely milestones that employees can focus on. A manager’s ability to set effective goals helps their team prioritize tasks, stay motivated, and measure progress. Highly successful managers know how to not only effectively set goals for themselves and their teams but also how to create an environment where everyone feels encouraged to set individual goals as well. Effective goal setting skills also extend beyond simply establishing targets; it includes providing employees with tools and resources they need in order to achieve them. Collaboration and teamwork competencies include strong communication skills, understanding how to motivate and inspire others, and having the ability to give meaningful feedback. Additionally, leaders must have an open mind-set and willingness to help their team members. Initiative is a key component of any successful leader. A manager must have the ability to take initiative and managers who are willing to take initiative are not only more likely to be seen as a competent leader, but they also have higher overall job satisfaction rates. By developing their initiative skills, managers can increase their effectiveness as a leader within their organization. Other important competencies for a manager are: problem solving, innovation, punctuality, attitude, communication skills in the workplace: creativity as well as the ability to seek different perspectives and creative solutions from their colleagues; innovation (willingness to experiment to drive results), time management skills. Part 3 / He is a good manager and he leads his team to perform their assignments well. ✓ We are impressed with his willingness to give instructions. ✓ His attitude is an asset to his management skills. He continually builds people up. He deals with difficult situations with incredible posture, and focuses on the positives. ✓ He demonstrates good organizational and planning skills. ✓ He successfully organizes and gives direction, guidance and feedback to his subordinates and colleagues. ✓ He creates an atmosphere in which creativity and innovation is both rewarded and encouraged. ✓ He is a servant-leader, who is always willing to help his team. ✓ He gives structure, feedback and direction to his team. ✓ He consistently recognizes his team for a job well done. ✓ He actively listens to his team’s feedback and comments. ✓ He takes responsibility for the performance of his staff members. He ensures the achievement of the goals as planned. ✓ He creates a culture of dialogue. ✓ He is willing to help his staff find suitable training sessions. ✓ He encourages his colleagues at work. He easily builds an atmosphere of trust within his team. ✓ His positive attitude in his management role is his most important and effective skill. He is cooperative with others and tries to connect everybody together. He focuses on the positives when solving problems. ✓ He establishes workable, prioritized, and highly effective problem-solving plans for each problem. ✓ He has the ability to manage his time and his team’s time well. ✓ One of his strengths is his ability to design achievable goals. He ensures those goals are all met on time. ✓ He knows how to keep his staff focused on a plan. He assigns suitable duties to each of them. ✓ He sets concrete and measurable goals. (Option: He sets clear and measurable performance expectations). ✓ He consistently shares feedback with his staff regarding their progress. ✓ He constantly pursues opportunities for growth and learning. ✓ He is a flexible manager and always tries to understand and respect his employees’ situations. He creates a positive working environment. ✓ His willingness to assist team mates in completing their tasks demonstrates his sense of responsibility. ✓ He is calm under pressure. ✓ He is very punctual and values the time of her colleagues and business partners. He has never been late to business meetings. ✓ He is able to work out multiple alternative solutions and determine the most suitable choice. ✓ He is objective in considering facts or situations. ✓ He is decisive in difficult situations. ✓ He is skilled at analyzing any situation and working out a solution. ✓ He consistently updates colleagues on what is going on within the company. ✓ He is loyal and trustworthy. ✓ He is highly principled. He is a good manager who treats all employees equally, regardless of gender, age or any other factor. He has the ability to resolve disputes with clients and colleagues peacefully. ✓ He has a good knowledge well with his peers. ✓ He creates an exciting atmosphere for his team; one in which new ideas are rewarded and encouraged. More examples of positive feedback (scroll down to the “Meets or Exceeds Expectations” part): 169 Leadership Performance Review Examples for Management Style, Planning, Supervision 100+ Performance Evaluation Comments for Attitude, Training Ability, Critical Thinking 150 Performance Appraisal Phrases (Teamwork, Technical Skills, Time Management) 142 Employee Performance Evaluation Examples (Initiative, Flexibility, Proactiveness, Goal-Setting) 174 Performance Feedback Examples (Reliability, Integrity, Problem Solving) 242 Performance Appraisal Examples (Creativity, Accountability, Customer Satisfaction) 300+ Performance Review Phrases for Quality of Work, Adaptability, Communication Part 4 Constructive criticism is an important element of performance reviews because it helps managers to grow and develop their skills. It encourages managers to think critically about their work and how to improve it, as well as it can be used to set goals for improvement. Sometimes constructive criticism also allows for open dialogue between the supervisor and employee, which can lead to positive outcomes for both parties. Whenever possible, provide context by listing specific examples. ✗ He confuses the employees through different directions and guidance. ✗ He disregards company policies and tends to work by himself. ✗ He rarely shows appreciation for good performance. ✗ He fails to explain procedures to his subordinates clearly. ✗ He finds it difficult to delegate tasks which makes the team’s achievements entirely reliant on him. ✗ He fails to meet schedules. ✗ He is a decent task manager, but falls short when it comes to setting a vision. ✗ He has a tendency to play favorites and not treat all employees fairly. ✗ His employees consistently complain of unreasonable expectations. ✗ He does not understand how to set team goals and manage his team to achieve them. He seems to always be in survival mode without addressing the goals necessary to move his team forward. ✗ He fails to resolve problems that his subordinates present. ✗ He has a tendency to trivialize problems and not take them seriously. ✗ His demands can be unappealing and this negatively impacts the morale of his staff. ✗ He does not handle stressful situations well. ✗ He rarely thoroughly thinks decisions through. ✗ He appears to be a rigid manager, but if he thought in a more flexible way, it would do him well. (Provide specific examples.) ✗ He is inconsistent in defining goals and objectives. ✗ He demands reliability from others, but not from himself. ✗ He struggles to communicate when deadlines will be missed. ✗ He disappoints employees who depend on him. (List specific examples.) ✗ He refuses to delegate to others. He attempts to do all the work by himself. ✗ He is unwilling to accept responsibility for missed goals. ✗ He doesn’t always communicate the right information to his staff to ensure they are successful with their tasks. ✗ He is too hesitant to make a decision. ✗ He makes promises that he doesn’t keep. ✗ He applies overly complex and impractical approaches to solving problems. ✗ He struggles to work out a solution to any difficult problem. ✗ He easily loses focus when facing a complex situation. More examples of negative feedback (scroll down to the “Below Expectations” part): 169 Leadership Performance Review Examples for Management Style, Planning, Supervision 100+ Performance Evaluation Comments for Attitude, Training Ability, Critical Thinking 150 Performance Appraisal Phrases (Teamwork, Technical Skills, Time Management) 142 Employee Performance Evaluation Examples (Initiative, Flexibility, Proactiveness, Goal-Setting) 174 Performance Feedback Examples (Reliability, Integrity, Problem Solving) 242 Performance Appraisal Examples (Creativity, Accountability, Customer Satisfaction) 300+ Performance Review Phrases for Quality of Work, Adaptability, Communication See also: Leadership Feedback Examples (Strengths & Areas of Improvement) Performance review is a corrective tool. However, to result in meaningful change, it should be paired with supplementary action on goal-setting and progress tracking. Design an accountability mechanism to promote continuous improvements. Research on performance management suggests that people set higher goals under the condition of accountability. They’re also more likely to perform better when held publicly accountable, such as the goals known by the manager. Instead of merely expressing praise and constructive criticism, set up a process for follow-up action. It can be documented either as an employee development plan or a performance improvement plan (PIP) Employee Development Plan An employee development plan—also called an employee growth plan—provides workers with a sequential list of tasks they must complete to improve skills and acquire knowledge for new roles. Show the employee what actions they should take in the future to accomplish a certain goal—get a raise, advance to a new role, secure new responsibilities, and more. Doing so helps retain ambitious talent, improve overall employee engagement rates and perform succession planning. Here’s what to include in an employee development plan: Career development prospects: Outline the possible paths and actions required to move to a C-level position. Extra training and upskilling: Include a list of suggested programs, certifications or educational courses needed to advance in their role or get considered for a promotion. New responsibilities and duties: Suggest how an employee can make a bigger contribution to the company by taking ownership of new initiatives, such as new enterprise resource planning (ERP) system rollout, or allocating extra time to new duties like mentorship). A full employee development plan sits at the nexus of your company’s organizational needs and employees’ strong sides. Performance Improvement Plan A performance improvement plan (PIP) documents the employee’s current shortcomings and outlines corrective steps. A PIP can comment on poor performance ratings, address skill gaps, draw attention to inappropriate past actions—and suggest mandatory follow-up steps. Unlike an employee development plan, a PIP is designed to address past failures or problematic on-the-job behaviors rather than set the backdrop for future successes. What to include in a performance improvement plan: Acceptable performance criteria: Outline general expectations around the employee’s on-the-job performance with examples of positive/negative actions. Specific KPIs: Present a baseline set of quantifiable goals an employee must meet within the stated period. Support resources: Explain how your organization will help them address current shortcomings, such as additional training, mentorship and counseling for improvement. Areas for improvement: Set a goal to keep the employee’s attention on the areas that need improvement. The employee must agree to the plan. If an employee fails to follow the PIP, punitive actions may be taken, such as transfer, demotion or termination. Even the most well-intentioned criticism can be hard to hear. If you need to give feedback to a peer or employee, you might feel nervous. After all, you can probably empathize — most of us have been in their position. You want the person to know where they excel and how to improve, but you don’t want to come off as harsh or lose your authority. It’s a delicate balance. When sharing professional feedback, you need to achieve that perfect equilibrium to motivate your team to continue doing their best work. Perfect your delivery by studying these 53 performance review examples. The importance of performance reviews A performance review — also known as a performance appraisal — evaluates how well an employee is tracking toward goals and upholding the company vision and values. This formal assessment documents strengths and weaknesses, expectations for improvement, and other relevant employee feedback, like kudos for a standout performance. Performance reviews are essential because they provide managers (or employees assessing their peers) with a set time and structure for delivering in-depth, example-driven feedback. It’s also an opportunity for the reviewer to set metrics-based expectations so the reviewee knows how to improve for next time. Plus, performance reviews are an excellent opportunity to open lines of communication between peers or a manager and their direct reports. Both sides can clarify questions or concerns about performance, and the reviewer may use this time to motivate the reviewee. These types of workplace conversations build more trusting, engaged, and caring professional relationships. Unfortunately, typical performance reviews only inspire 14% of employees. In other words, reviewers need to step up their own performance if they want to make an impression during these meetings. 53 performance review examples Effective performance reviews are level-headed and honest. They aren’t excuses to scold an employee for a mistake or poor performance. They make time to address constructive criticism, praise where the team member shines well, and provide suggested areas for improvement. Here are 53 employee evaluation examples for various scenarios. Communication Good workplace communication helps teams clearly express ideas and work through problems effectively. Respectful communication also fosters healthy social relationships between peers, which are essential for a positive work culture. When you assess a colleague on this interpersonal skill, focus on the politeness of their interactions, the coherence of how they present information, and their ability to listen to others actively. Praise Use performance evaluation comments like the following when a colleague has done an exceptional job of clearly and respectfully communicating: 1. “I’ve noticed how clearly you communicate complex concepts to clients. I really admire this ability.” 2. “You’re excellent at solving conflicts. Thank you for taking on this responsibility.” 3. “Several of your teammates have told me how pleasant it is to work with you. Thank you for being such a respectful communicator.” 4. “I’ve been observing your standout negotiation skills and will continue to look for opportunities for you to use them.” 5. “I’d like to congratulate you on your clear and easy-to-follow presentations. Would you consider giving a workshop for your teammates?” Improvement suggestions Poor communication leads to confusion and fraught interactions. Plus, muddled instructions or explanations can cause project errors, and negative delivery can harm team and stakeholder relationships. It’s important for each team member to have this skill. Here’s how to cite communication that needs improving: 6. “I’ve noticed that you sometimes miss part of an explanation. I have helpful materials on active listening I recommend taking a look at.” 7. “Clients have noted that your explanations are difficult to understand. You have a strong grasp of complex concepts, but let’s work together on ways to break them down for an unfamiliar audience.” 8. “I’d appreciate it if you could communicate when there’s an issue on a project or you have a question. I’ve seen delays and errors due to a lack of updates.” 9. “Some of your emails to clients have had spelling and grammar errors. Could you make an extra effort to check your work so that we keep our company communication as polished as possible?” 10. “Your teammates have cited rude interactions with you. We must keep communication respectful. Is something going on that’s causing you frustration or prompting these interactions?” Innovation and creativity Innovative solutions and creativity allow organizations to generate new products and services, build a more resonant brand image, and connect successfully with their target audience. When giving a performance review, provide positive feedback on how the person contributes to the team or company’s growth. Praise Teammates who offer fresh ideas for projects or ways to improve company processes to boost efficiency deserve a proverbial pat on the back. Here are five performance appraisal examples that show how to give it: 11. “Last quarter, you saved our team 50 hours of administrative work with your solution for streamlining databases. Thank you for this invaluable idea.” 12. “The marketing campaign you created to target younger audiences has been one of our most successful. Everyone on our team has something to learn from you.” 13. “You’ve been integral to launching one of the most innovative apps on the market. You should be proud of yourself. You’re helping a lot of end users.” 14. “I admire the way you creatively approach complex problems. You resolved a tricky supply chain issue that kept our deliveries on track.” 15. “You deeply understand the brand image and voice. All of your marketing copy and designs represent us well.” Improvement suggestions Team members in creativity- and innovation-driven roles may stagnate. Your organization might have a performance review template you can follow to zero in on how to improve in these areas. You can also use the following feedback pieces to push them in the right direction: 16. “You’re one of our most valued graphic designers. However, I’ve noticed that your recent designs have been similar. Let’s talk about ways to innovate.” 17. “Since you’re in a leadership role, I would like it if you took more initiative to offer creative solutions to problems. I have some reading to guide you.” 18. “I’ve noticed that your copy lacks that fresh voice we admire. Have you also tracked this change, and what solutions do you have to keep it up?” 19. “You’ve offered some of the most innovative development ideas our company’s seen. But you’ve been quiet in brainstorming sessions lately. Let’s talk about what may be going on.” 20. “Your latest product innovation had flaws resulting from rushed work and a lack of attention to detail. Does that resonant?” Leadership Mentoring Others Every one can be a leader — regardless of their rank at an organization. Team members set examples for their peers, and managers guide reports toward success. Whether you’re giving a performance review for a veteran or an entry-level employee, address their leadership skills where you can. Praise When an employee exceeds expectations by mentoring others, taking charge of problems, and upholding organizational values, recognize their outstanding work with phrases like the following: 21. “Your positive attitude, willingness to take on more responsibility, and ability to explain concepts to your peers makes you an example to all.” 22. “I appreciate your advances in developing better leadership skills, like clear communication and excellent negotiation tactics. Kudos.” 23. “I know you started here recently, but many people already look up to you. You take initiative, aren’t afraid to share ideas, and treat your peers respectfully.” 24. “Since you’ve become a project manager, the development team consistently delivers quality outputs on time. You’re doing a great job guiding the group.” 25. “When there was a conflict with a client last month, you stepped in to manage it. You have the makings of a great leader.” Improvement suggestions If an employee like a project manager or team lead isn’t mentoring others as well as they could, a performance review is the perfect moment to tackle the issue. And if you have a stellar employee who isn’t showing the leadership and initiative required to earn them a promotion, they might need some encouragement to strengthen these skills. Use the following examples as a guide for wording your feedback: 26. “You’ve consistently been an excellent leader, but teammates have reported a lack of mentorship on recent projects, leading to confusion and poor results. What can we do to improve the clarity of your communication and guidance?” 27. “I’ve noticed that you’re stepping back from public speaking opportunities. You’re a strong leader already, but giving talks is an inevitable part of your role. Here’s information on a speaking course I think you’d enjoy.” 28. “Some of your teammates have said you’re difficult to approach with a problem. Let’s work to improve your communication skills to make others comfortable asking you for help.” 29. “Your communication and mentorship skills are immature, but you still have to improve your time management skills. Several projects have run late, impacting client deliveries.” 30. “You form excellent social relationships with your team, but you may be getting too close. I’m concerned you could lose your authority if you continue to act more like a peer than a mentor.” Collaboration and teamwork Teams must work well together — it’s synergy that allows them to accomplish more than they’d be able to alone. Collaboration drives better organizational results and fosters a communicative, innovative work environment. Here’s how to tackle this topic in a performance appraisal. Praise Certain team members go above and beyond to help peers, manage conflicts, and share their knowledge. Reward them with statements like the following: 31. “You’re an excellent resource for new team members. Thank you for being willing to share what you know.” 32. “Your ability to adapt when obstacles arise and encourage your teammates to do the same has saved us from late deliveries several times. Congratulations, and thank you.” 33. “You didn’t have to navigate that conflict between your peers last week, but you stepped up. I think everyone in your group learned something from you that day.” 34. “I know you’d like to be doing more on projects, but I appreciate that you’re splitting the work with newer teammates so they can learn. Exciting opportunities are coming your way soon.” 35. “Your team traditionally had trouble working together. Thank you for identifying their strengths and guiding them as a leader to use them in harmony.” Improvement suggestions Employees resisting participation in a team or creating conflicts must change behaviors to help their peers thrive. Here are a few ways to suggest improvements: 36. “I’ve noticed that you’ve been canceling team meetings and avoiding social events. Let’s talk about what’s going on.” 37. “It’s great to challenge your peers’ ideas, but I’ve repeatedly observed you push contrary thoughts when the rest of the team has reached a consensus. This can hold up projects, so I’d like to ask you to be more flexible.” 38. “I know you’ve been very busy, but could you take more time to share your skills with others? There are new team members who could learn from you.” 39. “You’re sometimes quick to mix others’ ideas. Try listening to their suggestions with a more open mind to be a better team player.” 40. “You’re an involved leader, and that’s an excellent trait. But sometimes, you get too close to a project, and your guidance borders on micromanaging. I’d encourage you to try taking a step back when the team is working well together.” Work ethic and organization Punctuality, time management, and planning keep work flowing. In performance reviews, ensure all team members understand how their work ethics contribute to overall success. Praise Show your appreciation to those employees who keep administrative tasks running smoothly. Here are some examples: 41. “Thank you for changing our customer relationship management system. Now everyone can access data more easily, and it’s improved our workflow.” 42. “Your persistence in implementing the Agile project management framework has paid off. We’re delivering better, more timely products to clients.” 43. “You’re never late and sometimes even early. I appreciate your dedication to punctuality. It helps meetings run on time, and the day gets off to a strong start.” 44. “You always answer clients’ emails promptly. Thank you for your dedication to excellent customer service.” 45. “As a project manager, you do a great job resolving teammate’s blockers efficiently. This allows them to perform tasks confidently and keeps projects on track.” Improvement suggestion Employees who consistently arrive late or have trouble organizing tasks and following company processes negatively impact others’ ability to work well — not to mention their own. Here are constructive employee review examples for those cases: 46. “You’re often tardy to meetings, which causes your teammates and clients to wait. This can be frustrating for stakeholders. I’d like to share some tips for time management.” 47. “I’ve noticed you consistently turn in work late. I’m concerned you may have too much on your plate. Let’s assess your workload.” 48. “Client emails are falling through the cracks, making us look like we don’t care. Here’s a system I use to ensure I respond to every email quickly.” 49. “I understand the new customer relationship management system is tricky, but we need everyone to get on board. Would it be helpful if I set up an additional training session to walk you through the software?” 50. “You didn’t meet your goals this quarter, and I’m modifying them for the upcoming one. Please let me know if you need tools, skills, or support to make achieving these goals possible.” Performance review summary examples Wrap up your review by revisiting what the employee has done well and highlighting the improvements they should make. Here are three examples you can model your performance review summary on: 51. “You’ve improved your communication and public speaking skills this quarter, making you a stronger leader. But you can still work on your task and time management skills by implementing better organizational practices.” 52. “Your first few months at the company have been a success. You’ve learned to use our tools and processes, and your teammates enjoy working with you. Next quarter, I’d like you to take more initiative in brainstorming sessions.” 53. “You’re a long-time valued employee, and you have a unique talent as a graphic designer. Your social media campaign last quarter was top-notch, but others have been stagnant. I know you can tap into your talents and do more innovative work.” 3 tips for delivering a performance review to an underperformer You’re a compassionate leader and never want to hurt anyone’s feelings. But in a performance review, you may have to deliver tricky constructive criticism. You’re giving this feedback with the best intentions, but doing so might make the other person defensive. Keep the conversation productive and focus on framing improvement as a positive with these three tips: Start and end on a high note: Open the conversation with what the employee has done well and circle back to this point after giving criticism. This will remind the employee of their value. Use metrics: Don’t run a performance review on “gut feelings.” Quantifiable metrics and clear feedback allow you to identify areas of improvement. You must demonstrate specific examples and measurable figures to back up your claims. Otherwise, your criticism can seem unfounded. Offer suggestions: An employee may not know how to interpret feedback and translate it into action items. And they might have some concluding performance review questions about how to improve. Offer help and a professional development plan so the person feels inspired, capable, and supported in making the changes you suggest. A performance review is an opportunity to foster growth Many fear receiving and giving sub-optimal feedback. However, in performance reviews, colleagues inevitably highlight negative aspects of a person’s work. But if you establish a healthy balance between recognizing an employee’s strengths and offering constructive feedback for improvement (like in our performance review examples), these sessions turn into growth opportunities. Your colleagues take on new challenges, acquire better skills, and become more understanding teammates thanks to criticism. And guess what? The next performance review will be less nerve-wracking for everyone involved.