

# Performance Review Comments Examples For Employees

Dare to Lead  
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 Bankable Leadership  
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 199 Pre-written Employee Performance Appraisals  
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 The Complete Book of Perfect Phrases Book for Effective Managers  
 The Appraisal Interview  
 Next Generation Performance Management  
 The Crowdsourced Performance Review: How to Use the Power of Social Recognition to Transform Employee Performance  
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 Radical Candor  
 Suggestions to Medical Authors and A.M.A. Style Book  
 The Hot Sauce Principle  
 Abolishing Performance Appraisals  
 Performance Appraisals and Phrases For Dummies  
 The Essential Performance Review Handbook  
 Courageous Cultures  
 No Bullsh!t Leadership  
 Occupational Therapy Practice Framework: Domain and Process

*Performance Review  
 Comments Examples For  
 Employees*

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## **LUIS POWELL**

Dare to Lead Neal Publications  
 Are performance reviews at your company like fruitcake—you get it every year whether you want one or not? It doesn't have to be like that. Because everyone wants to know how they're doing, how they measure up, and what their chances are for advancement and rewards. And they want to do things right. The Essential Performance Review Handbook will help you understand why performance reviews: Serve as an important business tool. Motivate personnel and increase productivity. Help achieve your company

goals. Improve manager-employee communication. Reduce your risk of legal liability. Whether you're a manager or a HR professional, this is an indispensable resource to help you create confident, motivated, and productive employees. *Performance Appraisal Source Book* PublicAffairs  
 Drawing on a wide body of research, including extensive in-depth interviews, **THE ONE THING YOU NEED TO KNOW** reveals the central insights that lie at the core of: Great Managing, Great Leadership and Great Careers. Buckingham uses a wealth of relevant examples to reveal that at the heart of each insight lies a controlling insight. Lose sight of this 'one thing' and all of your best efforts at

managing, leading, or individual achievement will be diminished. For great managing, the controlling insight has less to do with fairness, or team building, or clear expectations (although all are important). Rather, the one thing great managers know is the need to discover and then capitalize on what is unique about each person. For leadership, the controlling insight is the opposite - discover and capitalize on what is universal to all your people, regardless of differences in personality, race, sex, or age. For sustained individual success, the controlling insight is the need to discover what you don't like doing, and know how and when to stop doing it. In every way a groundbreaking work, **THE ONE THING**

YOU NEED TO KNOW offers crucial performance and career lessons for business people at every level.

**Ask a Manager** Crown Currency

The key difference between a highly successful organization and one that just merely reaches its quarterly goals--most of the time--might very well be how they address performance reviews. Are they just a perfunctory, annual "check-off," with no other goal than to justify salary increases, or does the organization truly know how to manage and measure its employees' performances to best impact a company's bottom line? In *The Performance Appraisal Tool Kit*, you will discover a customizable appraisal template covering the essential areas of performance and conduct and learn how they can adapt it to fit varying business strategies. After all, every organization is a unique entity, therefore, the performance appraisal plan must also be unique to its company. To find the process that best increases efficiency and effectiveness in your workplace, learn how to: Profile ideal employee performance and behavior Design competencies that power performance, both at the individual and enterprise level Drive future change by setting your organization's strategic direction Retool the appraisal as needed to ratchet up expectations over time There's nothing more valuable to a company in the long-term than a motivated and dedicated workforce. *The Performance Appraisal Tool Kit* gives you the resources you need to construct a performance appraisal program that will accommodate market changes, revised priorities, and increasing productivity targets--and in the end, will lift your organization to a higher level.

**How to Say Anything to Anyone**

Ballantine Books

A comprehensive yet accessible handbook for writing and conducting meaningful, effective performance reviews, geared toward managers of all levels, from the author of *How to Write It*. Performance reviews are one of the best tools managers have to shape company talent and culture, develop strong channels of communication with employees, and create systemic change. However, the stress and struggle to find just the right words is often what managers and HR professionals dislike most about conducting employee evaluations. In this pithy, user-friendly handbook, author and writing teacher Sandra E. Lamb lays out the best methods and proven tactics to administer productive evaluations that benefit both parties—and the company. Lamb teaches managers how to design

scoring systems for employees that track progress with hard data, how to best prepare for and conduct both in-person and written reviews, and the key words to use. Covering hard and soft skills, *3000 Power Words and Phrases for Effective Performance Reviews* includes lists of powerful phrases and words that clearly describe performance—both positive and negative—including sections targeted to specific industries and jobs. This guide empowers managers at all levels to master the art of performance reviews that achieve results.

**Scaling Up Excellence** AMACOM

#1 NEW YORK TIMES BESTSELLER • Brené

Brown has taught us what it means to dare greatly, rise strong, and brave the wilderness. Now, based on new research conducted with leaders, change makers, and culture shifters, she's showing us how to put those ideas into practice so we can step up and lead. Don't miss the five-part HBO Max docuseries *Brené Brown: Atlas of the Heart!* NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG Leadership is not about titles, status, and wielding power. A leader is anyone who takes responsibility for recognizing the potential in people and ideas, and has the courage to develop that potential. When we dare to lead, we don't pretend to have the right answers; we stay curious and ask the right questions. We don't see power as finite and hoard it; we know that power becomes infinite when we share it with others. We don't avoid difficult conversations and situations; we lean into vulnerability when it's necessary to do good work. But daring leadership in a culture defined by scarcity, fear, and uncertainty requires skill-building around traits that are deeply and uniquely human. The irony is that we're choosing not to invest in developing the hearts and minds of leaders at the exact same time as we're scrambling to figure out what we have to offer that machines and AI can't do better and faster. What can we do better? Empathy, connection, and courage, to start. Four-time #1 New York Times bestselling author Brené Brown has spent the past two decades studying the emotions and experiences that give meaning to our lives, and the past seven years working with transformative leaders and teams spanning the globe. She found that leaders in organizations ranging from small entrepreneurial startups and family-owned businesses to nonprofits, civic organizations, and Fortune 50 companies all ask the same question: How do you cultivate braver, more daring leaders, and how do you embed the value of courage in your culture? In this new book, Brown uses

research, stories, and examples to answer these questions in the no-BS style that millions of readers have come to expect and love. Brown writes, "One of the most important findings of my career is that daring leadership is a collection of four skill sets that are 100 percent teachable, observable, and measurable. It's learning and unlearning that requires brave work, tough conversations, and showing up with your whole heart. Easy? No. Because choosing courage over comfort is not always our default. Worth it? Always. We want to be brave with our lives and our work. It's why we're here." Whether you've read *Daring Greatly* and *Rising Strong* or you're new to Brené Brown's work, this book is for anyone who wants to step up and into brave leadership. [The Performance Appraisal Tool Kit](#) IAP This is the first book to offer specific suggestions on how to replace performance appraisals with a more effective system that emphasizes teamwork and empowerment. The authors suggest a variety of new alternatives that produce better results for both managers and employees.

**Writing Performance Reviews** Atlantic Publishing Company

No matter what type of business or even nonprofit organization you are managing, a written performance appraisal is good management. Employee reviews can serve as a platform for employees to bring forth questions and concerns. This can help increase employee dedication, creativity, and job satisfaction. Reviews allow you to evaluate employees for increased responsibilities and future promotions. You will have written records of your employees performance, get more productivity, and clearly set compensation. Employee appraisals are critical to your organization, but are time-consuming to write. This new book and companion CD-ROM is your solution. You will produce professional-quality performance reviews in minutes. The book provides over 199 pre-written employee phrases you can insert into a blank employee appraisal form. The evaluations are professional, constructive, and direct. See the accompanying CD-ROM for 25 different categories to evaluate your employee in. Each category includes at least 8 different phrases you can choose from to describe your employees performance in that category. Pick and choose which categories you would like to include in your employees performance appraisal and how you want to describe your employees performance in that category and then just insert them all into the prepared appraisal form. The

companion CD-ROM is included with the print version of this book; however is not available for download with the electronic version. It may be obtained separately by contacting Atlantic Publishing Group at sales@atlantic-pub.com Atlantic Publishing is a small, independent publishing company based in Ocala, Florida. Founded over twenty years ago in the company president's garage, Atlantic Publishing has grown to become a renowned resource for non-fiction books. Today, over 450 titles are in print covering subjects such as small business, healthy living, management, finance, careers, and real estate. Atlantic Publishing prides itself on producing award winning, high-quality manuals that give readers up-to-date, pertinent information, real-world examples, and case studies with expert advice. Every book has resources, contact information, and web sites of the products or companies discussed.

#### **Effective Phrases for Performance**

**Appraisals** McGraw Hill Professional Combining the experience and work of many companies, this book provides tested tools for effective performance appraisals. Discussed are such topics as designing a performance review, legal considerations, implementing an effective performance review system, and presenting reviews to employees. Sample forms are provided to help companies build their own systems. A CD-ROM with all of the appraisal forms in the book in both PDF and RTF formats is included.

#### **Building Mobile Apps at Scale** New Year Publishing LLC

There is no HR-related topic more popular in the business press than performance management (PM). There has been an explosion in writing on this topic in the past 5 years, condemning it as a failure and calling for fundamental change. The vast majority of organizations use the same basic process which I call "Last Generation Performance Management" or PM 1.0 for short. Despite widespread agreement that PM 1.0 is failing, few companies have abandoned it or made fundamental changes to it. While everyone agrees it is broken, few agree on how to fix it. Companies continue to tinker with their systems, making incremental changes every few years with no lasting improvement in effectiveness. Employees continue to achieve amazing things in organizations every day, despite this process not because of it. Nothing has worked because organizations, business leaders and HR professionals focus on PM practices instead of the fundamental purpose of PM and the paradigms, assumptions, and beliefs that underlie the

practices. Companies ask their performance management process to do too many things and it fails at all of them as a result. At the foundation of PM 1.0 practices is the ideology of a meritocracy and paradigms rooted in standard economic and psychological theories. While these theories were adequate explanations for motivation and behavior in the 19th and 20th centuries, they fail to account for the increasingly complex nature of organizations and their environments today. Despite the ineffectiveness of PM 1.0, there are powerful forces holding it in place. Information on rigorous, evidence-based recommendations is crowded out by benchmarking information, case studies of high-profile companies, and other propaganda coming from HR think tanks and consultants. Business leaders and HR professionals learn about common practices not effective practices. This book confronts the traditional dogma, paradigms, and practices of PM 1.0 and holds them up to the bright light of scientific scrutiny. It encourages HR professionals and business leaders to abandon PM 1.0 and it offers up a more appropriate purpose for PM, alternative paradigms to guide them and practical solutions that are better supported by scientific research, referred to as "Next Generation Performance Management" or PM 2.0 for short.

**The Culture Map** John Wiley & Sons A handbook designed to help the appraiser in selecting phrases and words that accurately describe a broad range of critical rating factors.

#### **Perfect Phrases for Performance Reviews** John Wiley & Sons

From executives complaining that their teams don't contribute ideas to employees giving up because their input isn't valued--company culture is the culprit. *Courageous Cultures* provides a road map to build a high-performance, high-engagement culture around sharing ideas, solving problems, and rewarding contributions from all levels. Many leaders are convinced they have an open environment that encourages employees to speak up and are shocked when they learn that employees are holding back. Employees have ideas and want to be heard. Leadership wants to hear them. Too often, however, employees and leaders both feel that no one cares about making things better. The disconnect typically only widens over time, with both sides becoming more firmly entrenched in their viewpoints. Becoming a courageous culture means building teams of microinnovators, problem solvers, and

customer advocates working together. In our world of rapid change, a courageous culture is your competitive advantage. It ensures that your company is "sticky" for both customers and employees. In *Courageous Cultures*, you'll learn practical tools that help you: Learn the difference between microinnovators, problem solvers, and customer advocates and how they work together. See how the latest research conducted by the authors confirms why organizations struggle when it comes to creating strong cultures where employees are encouraged to contribute their best thinking. Learn proven models and tools that leaders can apply throughout all levels of the organization, to reengage and motivate employees. Understand best practices from companies around the world and learn how to apply these strategies and techniques in your own organization. This book provides you with the practical tools to uncover, leverage, and scale the best ideas from every level of your organization.

**2600 Phrases for Effective Performance Reviews** McGraw-Hill Professional Whether it's interviewing for a job, evaluating employee performance, setting goals for the future, or keeping customers happy, the Perfect Phrases series has the tools for precise, effective business communication. Distilling complex ideas into specific phrases that diplomatically and honestly depict the concepts at hand, this invaluable series provides: Ways to enhance customer service in any business Dialogues and scripts to practice interactions with customers or employees--tailorable to any industry or company culture The best answers to a wide range of interview questions Tips for documenting performance issues and conducting face-to-face reviews This quick-reference tool is perfect for managers who need to find effective ways to document performance problems and then be able to offer practical, helpful feedback to those individuals.

**Exceeds Expectations** Indie Books International Praise for *The Crowdsourced Performance Review*: "Take advantage of the technology and data available to you and turn the dreaded performance review into a powerful force for decision-making and culture-building by using the methods outlined in this clear and clever guide." -- Daniel H. Pink, author of *To Sell Is Human* and *Drive* "Social technologies aren't just changing how people interact, they're fundamentally changing how businesses must engage with people inside and outside their organization. In *The Crowdsourced Performance Review*,

Mosley shows HR and business leaders why a 'groundswell' approach for employee recognition is the key to driving better employee performance. This is one of the most innovative enterprise uses of crowdsourcing I've seen." --Charlene Li, founder of Altimeter Group, author of Open Leadership, and coauthor of Groundswell "In what is easily the most comprehensive and provocative Globoforce book to date, Mosley lays out a clear vision for how modern recognition systems can be integrated with performance management. This is one of the most interesting, innovative, and potentially important new approaches to performance management that I have seen in many years of working on this topic." --Gerald Ledford, Senior Research Scientist, Center for Effective Organizations, Marshall School of Business, University of Southern California "The Crowdsourced Performance Review should be at the top of every HR professional's reading list. It shows convincingly why the traditional performance review doesn't work and how social recognition is the key to a performance system that actually makes an impact." --Kevin Kruse, Forbes Leadership columnist and bestselling author of Employee Engagement 2.0 "As a pioneer in multirater feedback, I love Eric's new application! Social media comes to visit the performance appraisal. Many minds can be better than one! Read this and find out how." --Marshall Goldsmith, author of New York Times bestsellers MOJO and What Got You Here Won't Get You There Fix the Performance Review with the Wisdom of Crowds! Today's most successful companies are transforming their predictable "one-way" review processes into dynamic, collaborative systems that apply the latest social technologies. Instead of a one-time annual evaluation of performance, managers and employees receive collective feedback from everyone across their company. It's all achieved through crowdsourcing, and it generates more accurate, actionable results than traditional methods. With The Crowdsourced Performance Review, you'll create a review system that gathers the feedback of many, so you can make better, more informed decisions. And this new model is simpler than you think. It's based on three innovations:

**CROWDSOURCING:** Applying the same techniques that companies like Apple, Angie's List, and Zagat use to inform customers, you can gather the same kind of data to inform managers.

**SOCIAL MEDIA TECHNOLOGIES:** The most revolutionary communication tools since the telephone,

these technologies have singlehandedly created a new language of business.

**ORGANIZATIONAL CULTURE:** When managed well, it's one of the most effective tools for building and maintaining a competitive advantage. These three assets come together for the purpose of evaluating performance in the practice of social recognition--a system in which all employees recognize each other's great work on a daily basis. Social recognition creates engagement, energy, and even happiness in a company--leading to the ultimate goal of a Positivity-Dominated Workplace.

My Product Management Toolkit Harvard Business Press

LC copy 1 signed by both authors on t.p.;  
LC copy 2 signed by Danielle Forget Shield only

**Ready-to-Use Performance Appraisals** Red Wheel/Weiser

This user-friendly book is filled with guidelines to help you write performance objectives, reviews, appraisals, and other performance documentation. The book's tips and tools help you find language that's clear, descriptive, objective, and acceptable in today's workplace. Examples, questions, and activities will help you learn on your own, with your team, or with others in your organization.

*Performance-focused Smile Sheets* Simon and Schuster

The tools you need to enrich the performance-appraisal experience as you streamline the process Whether you're a manager looking to implement employee appraisals for the first time, concerned with improving the quality and effectiveness of the appraisal process, or simply trying to save time and mental anguish *Performance Appraisals & Phrases For Dummies* provides the tools you need to save time and energy while presenting fair and accurate evaluations that foster employee growth. This convenient, portable package includes a full-length appraisal phrasebook featuring over 3,200 spot-on phrases and plenty of quick-hitting expert tips on making the most out of the process. You'll also receive online access to writable, customizable sample evaluation forms other timesaving resources. Includes more than 3,200 phrases for clear, and helpful evaluations Helps make evaluations faster, more effective, and far less stressful Offers far more advice and coaching than other performance appraisal books Serves as an ideal guide for managers new to the appraisal process With expert advice from Ken Lloyd, a nationally recognized consultant and author, *Performance Appraisals and Phrases For Dummies*

makes the entire process easier, faster, and more productive for you and your employees.

HBR Guide to Performance Management (HBR Guide Series) Greenleaf Book Group

The performance review. It is one of the most insidious, most damaging, and yet most ubiquitous of corporate activities. We all hate it. And yet nobody does anything about it. Until now... Straight-talking Sam Culbert, management guru and UCLA professor, minces no words as he puts managers on notice that -- with the performance review as their weapon of choice -- they have built a corporate culture based on intimidation and fear. Teaming up with Wall Street Journal Senior Editor Lawrence Rout, he shows us why performance reviews are bogus and how they undermine both creativity and productivity. And he puts a good deal of the blame squarely on human resources professionals, who perpetuate the very practice that they should be trying to eliminate. But Culbert does more than merely tear down. He also offers a substitute -- the performance preview -- that will actually accomplish the tasks that performance reviews were supposed to, but never will: holding people accountable for their actions and their results, and giving managers and their employees the kind of feedback they need for improving their skills and to give the company more of what it needs. With passion, humor, and a rare insight into what motivates all of us to do our best, Culbert offers all of us a chance to be better managers, better employees and, indeed, better people. Culbert has long said his goal is to make the world of work fit for human consumption. "Get Rid of the Performance Review!" shows us how to do just that.

**Bankable Leadership** HarperCollins Leadership

While there is a lot of appreciation for backend and distributed systems challenges, there tends to be less empathy for why mobile development is hard when done at scale. This book collects challenges engineers face when building iOS and Android apps at scale, and common ways to tackle these. By scale, we mean having numbers of users in the millions and being built by large engineering teams. For mobile engineers, this book is a blueprint for modern app engineering approaches. For non-mobile engineers and managers, it is a resource with which to build empathy and appreciation for the complexity of world-class mobile engineering. The book covers iOS and Android mobile app challenges on these dimensions: Challenges due to the unique nature of mobile applications

compared to the web, and to the backend. App complexity challenges. How do you deal with increasingly complicated navigation patterns? What about non-deterministic event combinations? How do you localize across several languages, and how do you scale your automated and manual tests? Challenges due to large engineering teams. The larger the mobile team, the more challenging it becomes to ensure a consistent architecture. If your company builds multiple apps, how do you balance not rewriting everything from scratch while moving at a fast pace, over waiting on "centralized" teams? Cross-platform approaches. The tooling to build mobile apps keeps changing. New languages, frameworks, and approaches that all promise to address the pain points of mobile engineering keep appearing. But which approach should you choose? Flutter, React Native, Cordova? Native apps? Reuse business logic written in Kotlin, C#, C++ or other languages? What engineering approaches do "world-class" mobile engineering teams choose in non-functional aspects like code quality, compliance, privacy, compliance, or with experimentation, performance, or app size?

*Winning Well* McGraw Hill Professional  
From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world."

Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for Ask a Manager "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist (starred review) "The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green's Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and

to do so with grace, confidence, and a sense of humor."—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* "Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way."—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together* [How to Be Good at Performance Appraisals](#) Hachette UK

Hands-on help for quickly and persuasively writing company-mandated performance appraisals Writing performance appraisals is one of the most difficult and time-consuming tasks managers face. *Perfect Phrases for Performance Reviews* simplifies the job, providing a comprehensive collection of phrases that managers can use to describe employee performance, provide directions for improvement, and more. For example: "Sets priorities well" "Misses important deadlines" "Thorough, reliable, and accurate" All managers and HR professionals will value the book for its: Hundreds of ready-to-use phrases, organized by job skill and performance level Tips for documenting performance issues and conducting face-to-face reviews Easily adapted performance review templates covering five performance levels With the wide-ranging assortment of descriptions available in this book, managers will be able to find the perfect terms to help them analyze and understand the work performance of each person they work with.