**Effective Phrases for Performance Appraisals**

**1. Managerial Style**

***Meets/Exceeds Expectation***

* Creates an inclusive work environment
* Recognizes each person’s uniqueness
* Models the “natural leader” paradigm
* Communicates a compelling and inspired vision
* Always projects the right mix of enthusiasm, strength, and energy
* Treats people with respect and expects them to respond in kind
* Is a calming influence in a storm
* Always provides constructive feedback
* Assigns tasks fairly and evenly
* Maintains open and ongoing communication with her staff
* Knows how to get things done through both formal and informal channels
* Effectively marshals resources
* Sets very high expectations himself and his staff.
* Encourages and rewards team performance
* Compensates for her subordinates’ weakness and limitations
* Is looked to for direction in a crisis
* Brings out the best in people
* Supports fair and equal treatment
* Enjoys working with and learning from others
* Deals with problems head on rather than letting them fester
* Is consistently fair in parceling out assignments
* Has established rewards and recognition that reinforces desired outcomes
* Always recognizes individual needs and skills when delegating work

***Needs Improvement***

* Fails to set and monitor goals and targets
* Has developed a reputation as a nonconformist
* Tends to instill fear in subordinates
* Typifies a “live and let live” management style that borders on apathy
* Comes from the “information is power” school, where little information is shared
* Is too quick to replace subordinates rather than to grow and develop them
* Rarely celebrates or shares successes
* Fails to adjust her approach for different audiences and situations
* Provides too much negative and too little positive feedback
* Avoids confrontation at all costs
* Deals with staff in a heavy-handed and intimidating way
* Pulls rank and overpowers others
* Remains overly optimistic about staff’s abilities
* Comes across as distant and aloof
* Is known for having an argumentative and intimidating disposition
* Tends to over-delegate and not do enough of the work herself
* Is too focused on internal operations rather than the needs of customers
* Concentrates on development of few at the expense of many
* Tens to give subordinates too much room for excuses
* Often “hogs the work,” leaving others with little to do and her with too much
* Openly challenges and confronts other who express contrary opinions
* Avoids face-to-face interaction and relies on e-mail instead

***Managerial Style Goals***

* Work through conflict and ensure productive resolution
* Confront and address inappropriate behavior immediately
* Build trust at every opportunity
* Develop a more collegial relationship with your direct reports
* Make others feel welcome to seek your advice and counsel
* Practice random acts of kindness with subordinates
* “Catch” people being good
* Demonstrate effective decision-making and problem-solving skills
* Discourage subordinates from unfounded speculation about private matters
* Remain consistent in your interpretation and application of company policy

**2. Organization and Planning Skills**

***Meets/Exceeds Expectation***

* Displays excellent organization and planning skills
* Takes a methodical and consistent approach toward organizing her work
* Locates back-up information quickly
* Plans, organizes, and completes tasks in an acceptable time frame
* Readily adheres to deadlines and production benchmarks
* Maintains a very neat and well-organized working environment
* Will not leave to go home at night unless everything is put away it its place
* Develops practical alternatives to various “what if” scenarios
* Has created a processing system that allows coworkers to step in during his absence
* Demonstrates a well-honed ability to forecast potential problems and pitfalls
* Always plans tomorrow’s goals before he leaves the office
* Manages multiple tasks effectively
* Documents repetitive tasks
* Files documents immediately upon receipt
* Is very effective in anticipating bottlenecks
* Duly considers the possible outcomes of a particular course of action
* Proposes strategies and tactics that are concrete and definitive
* Is highly proficient in anticipating resource needs
* Always creates various “what if” scenarios to counter contingencies
* Prepares her assignments in a systematic and orderly fashion
* Never appears to be overwhelmed by the sheer volume of work

***Needs Improvement***

* Has difficulty planning a course of action without specific instruction
* Does not plan ahead
* Fails to head off minor problems before they become major impediments
* Does not communicate when he requires additional support or assistance
* Has difficulty translating theoretical ideas into tactical action plans
* Demonstrates a reactive, “management by crisis” style
* Has difficulty keeping two steps ahead of his current project load
* Gets lost in a myriad of details
* Quickly loses sight of the bigger picture

**Various Categories**

**Supervisory Skills**

* Maximizes the value of recognition and rewards
* Gives proper recognition
* Makes effective use of constructive compliments
* Excels in giving verbal praise
* Develops a climate providing motivation, participation and opportunities for employee initiative
* Promotes an effective climate
* Encourages a climate for action
* Develops a productive work environment
* Promotes a performance-oriented environment
* Promotes a comfortable, friendly organizational atmosphere
* Readily accessible to subordinates
* Excells in encouraging employee involvement
* Encourages active involvement of staff
* Receives full support from staff
* Promotes positive involvement
* Stimulates individual participation
* Stimulates productive discussion sessions for positive action
* Effectively seeks and obtains ideas
* Asserts ideas effectively asserts authority
* Effectively communicates organizational policies and other information to subordinates
* Is effective in giving orders and directions
* Gives clear instructions
* Avoids over-supervising
* Effectively utilizes experienced employees to train new hires
* Effectively supervises temporary employees
* Makes effective use of temporary employees to meet immediate needs
* Effectively supervises former peers
* Effectively supervises employees with more experience
* Gives sound, practical advice
* Gains employee confidence
* Shows concern for the employee as a person
* Develops strong credibility with subordinates
* Understands different personalities and traits
* Manages diverse personalities with skill

**Professionalism**

* Maintains a high degree of professional participation
* Develops the skills needed to maintain the highest standards of professional excellence
* Displays a quality of work that reflects high professional standards
* Displays high standards of professional behavior
* Demonstrates high standards of professional conduct
* Possesses high professional values
* Maintains high professional ethics
* Follows high ethical practices
* Follows ethical procedures
* Displays a high level of personal integrity
* Provides subordinates with definite, positive assistance to correct professional difficulties
* Develops enduring professional relationships
* Stimulates professionalism
* Conveys professionalism
* Displays loyalty to professionalism
* Engenders respect for profession
* Displays a professional style
* Displays professional pride
* Makes excellent impressions
* Projects a positive image
* Projects poise and authority
* Conforms to proper standards of professional dress
* Dresses appropriately for the position consistent with job requirements
* Dresses consistent with organizational expectations
* Dresses to convey an appropriate image in accordance with position requirements
* Prepares writings that reflect a polished professional appearance
* Writes memos, emails, letters and reports that reflect professional expertise

**Improvement**

* Displays a willingness to discuss weaknesses and makes improvements
* Understands the need for improvement
* Excels in self-supervision and self-improvement
* Develops future goals for self-improvement
* Seeks opportunities for self-improvement
* Focuses on areas having the greatest potential for improvement
* Establishes goals for improvement of performance targets
* Articulates goals for future improvement
* Discusses in a tactful manner the areas in need of improvement
* Works cooperatively toward the identification of areas needing improvement
* Identifies improvements to be achieved
* Identifies performance measurement problems
* Strives for higher levels of improvement
* Establishes clear expectations
* Monitors improvement progress
* Displays an eagerness to improve
* Demonstrates a strong effort to improve
* Welcomes opportunities for improvement
* Seeks feed-back to improve performance
* Seeks advice for improving performance
* Responds favorably to suggested actions for improvement
* Displays improved potential for advancement
* Displays continuous improvement and consistent progress
* Is showing exceptional improvement
* Shows steady progress
* Displays significant progress
* Shows sustained long-term growth
* Continues to grow and improve

***Problem Solving***

* Effectively solves problems at early stages
* Keeps problems in perspective
* Solves problems in order of priority
* Respected for inventive approaches and ingenious solutions
* Develops non-traditional solutions
* Excels in developing viable solutions
* Is quick to resolve and overcome obstacles excels in trouble shooting
* Considers all options in developing solutions
* Is skilled in proposing optional solutions
* Excels in developing alternative solutions
* Excels in developing real-world woluations
* Develops creative and effective solutions
* Develops satisfying solutions
* Makes a strong effort to be a part of the solution
* Works well with others in solving problems
* Welcomes suggestions for problem solving
* Translates problems into practical solutions
* Looks upon problems as exciting challenges
* Turns problems into opportunities

***Productivity***

* Makes a substantial contribution to the continued operation and growth of the organization
* Is an important contributor to the success of the department
* Is a proven performer
* Demonstrates consistent and distinguished performance
* Continues to maximize performance through increased efficiency
* Performs at peak efficiency
* Maintains a peak performance
* Sustains a high achievement level
* Works at a high achievement level
* Performs at a high energy level
* Effectively expends energy
* Maintains unusually high output
* Performs with unusual speed at a high rate of output
* Makes a significant and immediate impact
* Is fast and productive
* Produces a quantity of work that is consistently high

***Delegating***

* Delegates to improve organizational effectiveness
* Delegates to maximize organizational strengths
* Delegates to build a strong and self-functioning department
* Recognizes the importance of working through subordinates
* Encourages delegation
* Demonstrates effective delegation techniques
* Is a strong delegator
* Effectively delegates responsibility
* Gives subordinates the authority needed to effectively carry out delegated responsibilities
* Empowers employees with the authority and resources to achieve results
* Excels in empowering team members with responsibility and authority
* Delegates with clearly defined responsibility and authority
* Provides subordinates with the resources needs to accomplish results
* Delegates while maintaining control
* Encourages subordinates to solve their own problems.