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200 performance review phrases

For Managers

We can do this *together!*

We get it, reviews can be a daunting task for employees and managers involved. Especially for first-time managers who are inexperienced and have little training in giving feedback. Or maybe you're part of a growing company that doesn't use performance appraisal software and doesn't have sophisticated employee development processes.

But here's the thing. Employees value regular and short cycles of feedback. The performance reviews can be quarterly or bi-yearly. Knowing what to say and how to best frame your feedback can make a big difference in how your employees respond and perform in the future.

So, whether you're new to the process or just want to feel confident before giving feedback, we've created a list of performance review phrases that you can save and refer to.

1	Communication	6	Adaptability
2	Problem-solving	7	Leadership
3	Time management	8	Initiative
4	Attitude and dependability	9	Coaching and development
5	Performance and work quality	10	Interpersonal skills and teamwork

Keep in mind that these examples should inspire you. However, we believe an individualized approach is most effective in helping employees improve and grow in their careers.

1. Communication

Clear and effective communication is crucial for a team to thrive. As a manager, it's important to highlight how your employees' communication skills may promote or reduce efficiency and productivity. These phrases will be useful when evaluating your employee's communication skills:

Phrases for meeting expectations

1   Display a strong drive for collaboration

2   Ensure questions are clarified before taking actions that impact outcomes

3   Able to articulate complex and technical concepts in plain language

4   Keep all stakeholders up to speed on the project's progress and delivery

5   Take and share meeting notes and progress updates regularly

6   Ask questions and share information with the team

7   Encourage every member of the team to share their ideas in meetings

8   Is willing to share expertise with colleagues to improve their performance

9   Demonstrate the ability to delegate tasks fairly

10 Share ideas on how to improve the inclusiveness in the workplace

Phrases for not meeting expectations

1   Make other team members feel alienated

2   Tend to avoid or delay delegating tasks during projects

3   Is quiet and reluctant to share ideas and knowledge during team meetings

4   Never ask or offer help to fellow team members

5   Show reluctance to provide feedback to other colleagues, even when asked

6   Unable to take on constructive criticism

7   Failed to keep team members updated on important project developments

8   Become overly intimidated when asked to make a presentation or public speaking

9   Written communication skills are sub-optimal

10 Poor email etiquettes

2. Problem-solving

Employing people with strong problem-solving skills allows companies to continually create new, more relevant ways to deliver value. But be mindful that not every employee is a natural problem-solver. It requires a mixture of initiative, creativity, and self-confidence. Use the following phrases to evaluate employee's problem-solving capabilities

Phrases for meeting expectations

1 Evaluate challenges from all angles before deciding on a course of action

2 Willing to collaborate with peers to find solutions to problems

3 Resolve customer complaints professionally and quickly

4 Able to make decisions and stick to them

5 Take full responsibility for any issues with assigned tasks

6 Approach problems in a creative and analytical way

7 Work well under pressure or time constraint

8 Articulate issues clearly and concisely so that everyone can understand

9 Remain calm when assessing situations and proposing solutions

10 Adapt and listen to other people's perspectives about how to resolve issues

Phrases for not meeting expectations

1 Does not listen to other people's ideas and opinions

2 Unable to articulate problems in a comprehensive manner

3 Indecisive when it comes to coming up with solutions

4 Rush to make decisions without considering the consequences

5 Fail to monitor progress to ensure that they deliver the desired results

6 Never learn from past accomplishments or failures

7 Get flustered or lash out at peers or subordinates when in tough situations

8 Unwilling to collaborate with others to brainstorm solutions to problems

9 Fail to provide the team with the appropriate amount of structure and direction

10 Deal with customer-related issues in an unprofessional manner

3. Time management

With more companies adopting remote and hybrid work, they prioritize less on punctuality and attendance, yet time management remains an important value to encourage in employees. These phrases will be useful when evaluating your employee's time management capabilities

Phrases for meeting expectations

1   Accurately predicts the time needed to complete a project

2   Manage and organize their time efficiently to meet deadlines

3   Respect other people's time

4   Develop efficient time management methods

5   Excel at prioritizing tasks and following the schedule

6   Seek assistance to solve a problem quickly and avoid falling behind

7   Maintains a balance between the speed of delivering work with quality

8   Demonstrate a commitment to making improvements in both aspects

9   Know what has to be done and what should not be done

10   Use of technical tools to complete work more quickly

Phrases for not meeting expectations

1. Occasionally (or frequently) fail to meet deadlines

2. Under or overestimate how long it will take to complete tasks

3. Underdeliver in terms of quality when under pressure or tight deadline

4. Struggle to prioritize tasks and project management

5. Does not respect other people's time when it comes to meetings and project

6. Rarely asks for help to solve a problem and ends up struggling to deliver on time

7. Spend a lot of time crafting excuses and lacks a sense of urgency

8. Constantly feels overwhelmed and blames others when work is delivered late

9. Ignore deadlines and constantly procrastinates

10. Allow tasks to pile up, rushes at the last minute, and ultimately falls behind others

4. Attitude and dependability

An employee's attitude towards work and colleagues determines their credibility. When employees understand the value of their work and responsibility, they are more likely to take ownership of their work. Use the following phrases to evaluate employee's attitude:

Phrases for meeting expectations

1 Demonstrate a positive attitude and treat others with kindness and respect

2 Extremely good at listening to directions and following through

3 Makes others feel comfortable about asking questions and giving suggestions

4 Accepts and shows accountability for mistakes when they happen

5 Acknowledge the accomplishments of other team members

6 Take pride in their work and consistently delivers good results

7 Receptive to constructive criticism and always utilize it to improve performance

8 Always responds promptly to any situation

9 Deliver consistent work

10 Volunteer to help those in need

Phrases for not meeting expectations

1 Does not always follow through with a project or task

2 Avoid engaging with colleagues to celebrate accomplishments and learn from them

3 Occasionally or often blames others for their mistakes when they occur

4 Has difficulty following instructions and fails to seek clarification

5 Demonstrate a superior attitude and lack of respect for other people's expertise

6 Can handle complex tasks as long as they receive guidance from colleagues or manager

7 Possess the expertise to do the job well, but lacks the discipline and drive to go above and beyond

8 Work well independently but is not a reliable team member

9 Perform well in most situations but sometimes gets overwhelmed by complex problems

10 Does not take feedback seriously and thereby deviates from completing the tasks

5. Performance and work quality

This is one of the most important and difficult requirements when it comes to evaluating employee's performance. Thus, the words and expressions you use should be carefully chosen. These phrases will be useful when evaluating the quality of your employee's work:

Phrases for meeting expectations

1   Detail-oriented and results-oriented

2   Strive to deliver high-quality services

3   Openly embraces feedback for optimal results

4   Celebrate high-quality work from colleagues

5   Spend extra time on projects to ensure high-standard deliverables

6   Strive to find new ways to deliver better value

7   Set exceptionally high but achievable standards

8   Quality of work exceeds expectations on every occasion

9   Strive to produce the very best work at all times

10 Complete tasks thoroughly and exceed expectations

Phrases for not meeting expectations

1   Deliver inconsistent quality of work repetitively

2   Fail to respond to colleagues' requests or customer complaints

3   Demonstrate no commitment to quality of work

4   Submit below-average work

5   Tasks are poorly thought out and often full of mistakes

6   Disobey the company's procedures and policies

7   Expect others to complete unfinished tasks

8   Leave work before all agreed tasks are completed

9   Fail to follow pre-established processes

10 Lack of desire to improve

6. Adaptability

Employees need to know when and how to pivot their priorities when needed. This is an important skill as things might not always go as planned. These phrases will be useful when evaluating your employee's adaptability:

Phrases for meeting expectations

1   Remain composed in the face of an emergency or priority change

2   Willing to adapt to changes in assignments

3   Open to collaborating with other departments when needed

4   Help team members remain calm when a priority change occurs

5   Open to feedback from people in other departments when resolving issues

6   Accept process changes that could lead to an increase in productivity

7   Easily adjust priorities, activities, and attitudes to meet new deadlines and information to achieve objectives

8   Quick response to a sudden change in information and draw conclusions from it

9   Quick bounce back from setbacks, and maintain an optimistic attitude

10 Demonstrate initiative and independence when making suggestions to improve the effectiveness of a changing environment

Phrases for not meeting expectations

1   Has difficulties remaining composed when priorities change

2   Demonstrate a lack of openness to a change in procedure

3   Avoid collaborating with colleagues and teammates

4   Has difficulty coming up with solutions when there is a problem

5   Avoids feedback from other departments when solving problems

6   Show reluctance when asked to lead others in the same office or department

7   Always late in executing a new plan or project and neglects tasks that need priority

8   Hardly attends training, workshops, or any other research based activity meant to increase self-efficiency

9   Unable to multitask. Feels overwhelmed when juggling several tasks or when under pressure

10 Adapt well to small changes, but finds it difficult to deal with larger issues that affect the whole office or department

7. Leadership

Great manager fosters leadership within their team, encouraging employees to take the initiative, initiate projects, ask questions, and mentor others. Use the following phrases to evaluate employee's leadership capabilities:

Phrases for meeting expectations

1   Sets a positive example for other employees

2   While spearheading a project, was quick to take responsibility for the team's mistakes

3   Well-respected by their colleagues

4   Provide constructive feedback to colleagues regularly and shows appreciation for their work and effort

5   Demonstrate the ability to remain calm under pressure

6   Bring people together to form a high-performing team

7   Organize tasks and projects to further enhance teamwork among members

8   Guide and support people to achieve their goals

9   Maintain open communication channels

10 Develop and utilize individual's unique talents and strengths
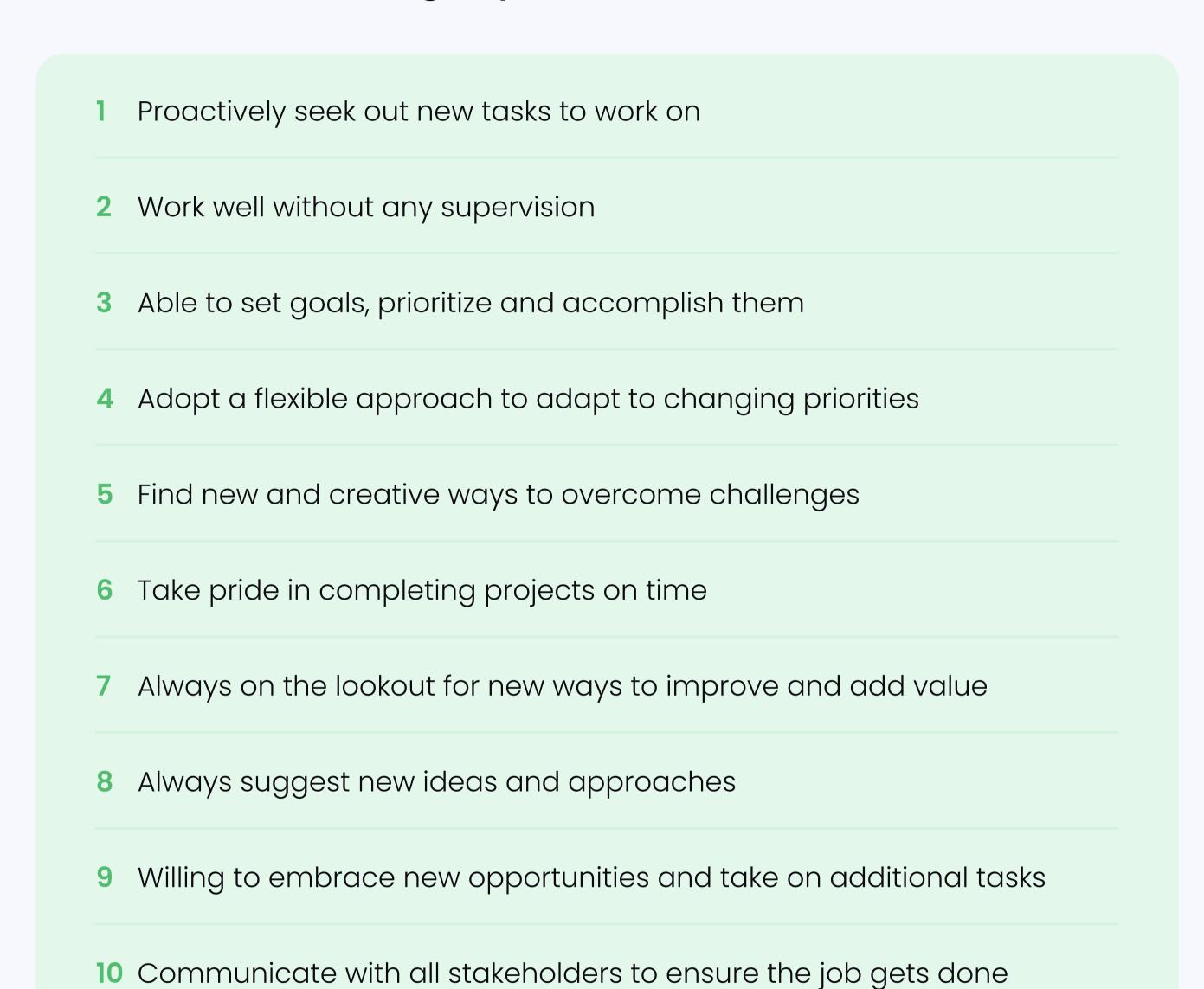
Phrases for not meeting expectations

1   Struggles to work with people of different personalities

2   Show no appreciation for other team members' work

3   Tend to avoid taking responsibility for the actions of others

4   Provide little support to help team members to succeed

5   Demonstrate the tendency to micromanage when in charge of projects

6   Does not listen to other team member's ideas and feedback

7   Communicate aggressively and through reprimands

8   Often unavailable for long period of time during working hours

9   Sow discord and disharmony within previous well-functioning teams

10   Offer no appreciation, recognition or rewards for a job well done by the team

8. Initiative

Taking initiative is an essential trait of high-performing people. Employees who take initiative stand out from their peers because of their willingness to act without being asked to. Here are some phrases to refer to when evaluating and discussing employee's initiative levels.

Phrases for meeting expectations

1   Proactively seek out new tasks to work on

2   Work well without any supervision

3   Able to set goals, prioritize and accomplish them

4   Adopt a flexible approach to adapt to changing priorities

5   Find new and creative ways to overcome challenges

6   Take pride in completing projects on time

7   Always on the lookout for new ways to improve and add value

8   Always suggest new ideas and approaches

9   Willing to embrace new opportunities and take on additional tasks

10 Communicate with all stakeholders to ensure the job gets done

Phrases for not meeting expectations

1 Overpromise on capabilities during the job interview

2 Unable to complete the task without constant supervision

3 Resistance to learning new skills or improving existing ones

4 Lack of motivation to take on new challenges

5 Rarely add value to projects beyond the basics of what is required

6 Unable to cope under pressure or adjust to new or unfamiliar tasks or circumstances

7 Shy away from making decisions

8 Fail to come up with new ideas or solutions to problems

9 Has difficulty setting priorities

10 Often start the project without thorough upfront planning

9. Coaching and development

To guide employees along their desired career paths, you'll have to cater to their abilities. Start with specific ways to measure how they've excelled or shown a lack of improvement. Here are some phrases to refer to when evaluating your employee's work:
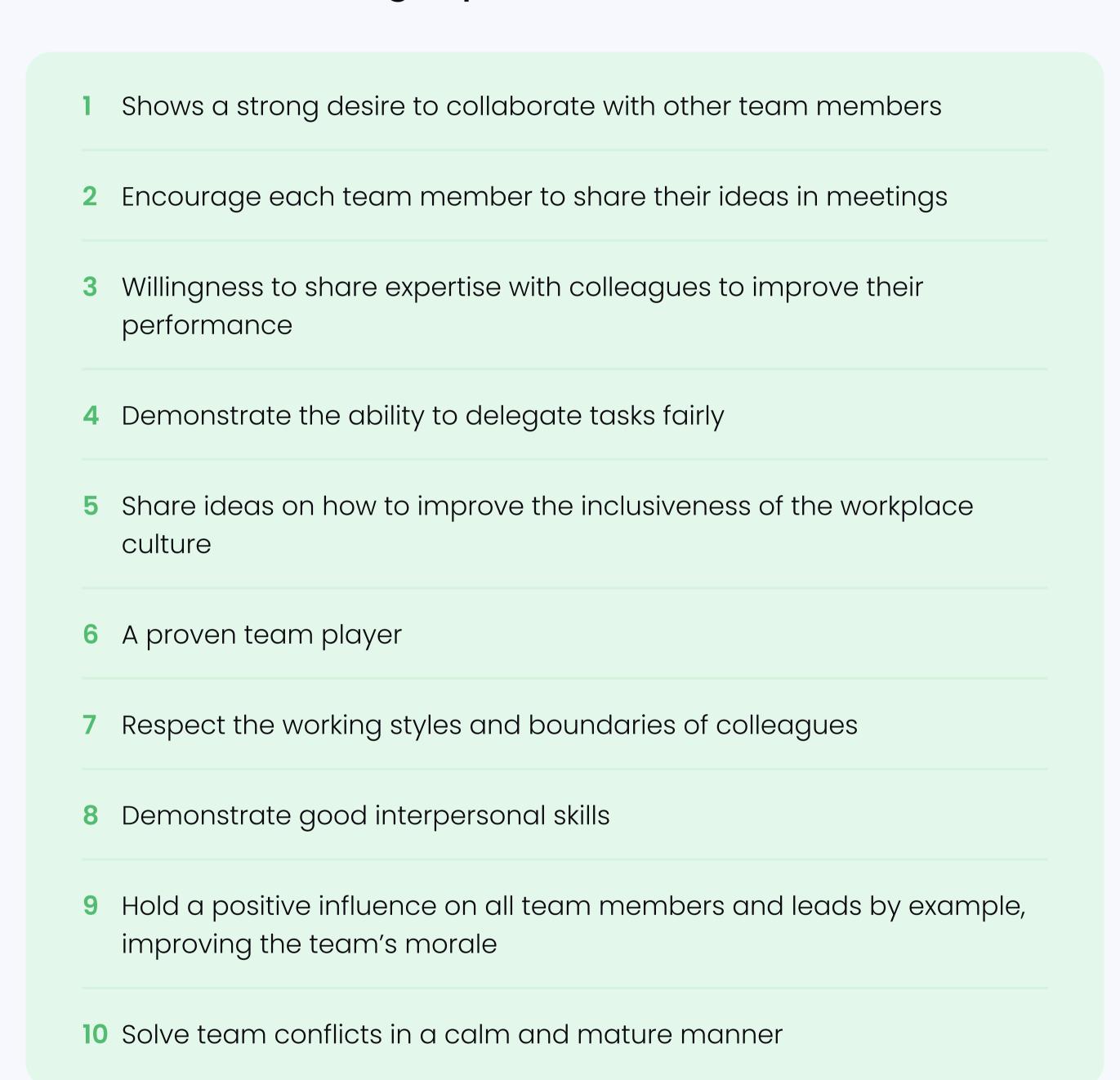
Phrases for meeting expectations

1   Is open to constructive criticism from all sources

2   Implement feedback and criticism

3   Has shown improvement since the last performance appraisal

4   Demonstrate a desire to learn new skills

5   Teammates have reported marked improvement in the quality of work

6   Open to optimizing processes for the benefit of the team

7   Possess high emotional intelligence and the ability to relate to everyone on the team

8   Seek clarification when uncertain on how to complete a task

9   Take responsibility for own mistakes and failures

10 Possesses strong questioning skills

Phrases for not meeting expectations

1   Avoid criticism and choose to ignore feedback

2   Avoid implementing suggestions from others

3   Show a lack of interest in learning new skills

4   Teammates have reported a lack of improvement in work quality

5   Has shown little improvement since the last review

6   Avoid improving processes when the need arises

7   Show resistance to change

8   Get too emotionally attached to the learner's goals and gets disappointed when unable to achieve these goals

9   Seek individual coaching only when an area of weakness has been identified by someone else

10 Demonstrate a lack of awareness regarding his or her deficiencies as a team member or employee

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9. Interpersonal skills and teamwork

Great manager fosters leadership within their team, encouraging employees to take the initiative, initiate projects, ask questions, and mentor others. Use the following phrases to evaluate employee's leadership capabilities:

Phrases for meeting expectations

1   Shows a strong desire to collaborate with other team members

2   Encourage each team member to share their ideas in meetings

3   Willingness to share expertise with colleagues to improve their performance

4   Demonstrate the ability to delegate tasks fairly

5   Share ideas on how to improve the inclusiveness of the workplace culture

6   A proven team player

7   Respect the working styles and boundaries of colleagues

8   Demonstrate good interpersonal skills

9   Hold a positive influence on all team members and leads by example, improving the team's morale

10 Solve team conflicts in a calm and mature manner

Phrases for not meeting expectations

1   Make other team members feel outcasted

2   Does not delegate tasks

3   Quiet and not willing to share ideas and knowledge during team meetings

4   Often reluctant to provide feedback to other colleagues, even when asked

5   Demonstrate the inability to accept constructive criticism

6   Demonstrate poor attitude towards teamwork

7   Lack respect for colleagues working styles and boundaries

8   Late for team meetings

9   Publicly criticize team members and make them look bad

10   Unwilling to help if needed, which impacts the performance of the entire team

Improve employee performance reviews with Omni

We've compiled these 200 phrases to get you started — go ahead and customize them to suit your company, team, and employee needs. When it's time to conduct performance reviews, you don't have to start from scratch or get bogged down in paperwork and multiple tools. Even if your company doesn't have a refined review process yet, Omni HR has the resources and tools to help you.

Check out Omni's **performance reviews** to save time, maximize employee development, and scale your performance review efforts all in one place.

All-in-one HR management software

Omni is an all-in-one HR management software on a mission to help modern companies build engaged, high-performing teams.

Until now, there is no employee management software that is built to holistically support the end-to-end employee lifecycle. Most HR teams and managers end up managing part (or all) of their people processes manually and losing valuable time syncing data across different teams and disjointed systems.

We believe that the world of work has changed – so we're building the tools for it.

Omni is creating a customizable all-in-one HR solution that adapts to how companies operate. We want to help organizations streamline their entire employee management lifecycle and turn complex, manual processes into intuitive, automated workflows.

With Omni, HR managers and business owners can free up valuable time to focus on what matters most for their business.

To see Omni in action, **schedule a product tour**, or visit us at **https://omnihr.co/**

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