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# Sample Employee Comments After Performance Review

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101 Sample Write-Ups for Documenting Employee Performance Problems  
Perfect Phrases for Performance Reviews  
Performance Management  
Perfect Phrases for Performance Reviews 2/E  
Improving Employee Performance Through Appraisal and Coaching  
Transforming Performance Management to Drive Performance  
HBR Guide to Performance Management (HBR Guide Series)  
The Performance Appraisal Question and Answer Book  
How to Make Performance Evaluations Really Work  
Performance Appraisal  
Competency-Based Performance Reviews  
Ready-to-Use Performance Appraisals  
Solving Employee Performance Problems: How to Spot Problems Early, Take Appropriate Action, and Bring Out the Best in Everyone  
How to Be Good at Performance Appraisals  
Performance Management  
The Undeniable Secrets to Extraordinary Performance Reviews  
Fast Feedback  
3000 Power Words and Phrases for Effective Performance Reviews  
Performance Appraisals  
First, Break All the Rules  
The Essential Performance Review Handbook  
Effective Phrases for Performance Appraisals  
How to be Good at Performance Appraisals  
Supervisor's Guide To Performance Appraisals  
HBR Guides to Performance Management Collection (4 Books) (HBR Guide Series)  
Suggestions to Medical Authors and A.M.A. Style Book  
2600 Phrases for Effective Performance Reviews  
Evaluating Employee Performance  
2600 Phrases for Setting Effective Performance Goals  
The Crowdsourced Performance Review: How to Use the Power of Social Recognition to Transform Employee Performance  
199 Pre-written Employee Performance Appraisals  
Pay for Performance  
Performance Appraisal Phrase Book  
Performance Management For Dummies  
Performance Appraisals and Phrases For Dummies  
Sample Employee Performance Measures  
Performance Appraisals and Phrases For Dummies  
Performance Appraisals That Work

120 Sample Write-Ups for Employee Performance Problems  
Employee Engagement Through Effective Performance Management

Sample Employee Comments After  
Performance Review

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## MORGAN CURTIS

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### 101 Sample Write-Ups for Documenting Employee Performance Problems

Harvard Business Press

THE RIGHT PHRASE FOR EVERY SITUATION . . . EVERY TIME The ability to craft an employee review that is meaningful and change-driven is what separates average supervisors from great managers. How often, though, have you struggled to find the most appropriate words for your needs? This completely revised and updated second edition of *Perfect Phrases for Performance Reviews* provides hundreds of ready-made phrases you can use to clearly communicate any employee's performance in 74 different skill areas. Learn the most effective language for: Crafting an accurate, carefully worded assessment Documenting behaviors and accomplishments Guiding and developing promising workers Conducting face-to-face interviews

*Perfect Phrases for Performance Reviews* Harvard Business Press Most managers hate conducting performance appraisal discussions. What's worse, few feel confident in their ability to accurately assess the performance of a subordinate. In *The Performance Appraisal Question and Answer Book*, expert Dick Grote answers over 100 of the most common -- and most difficult -- questions about this vitally important but often misunderstood and misused tool, including: \* How should I react when an employee starts crying during the appraisal discussion . . . or gets mad at me? \* Which is more important -- the results the person achieved or the way she went about doing the.

*Performance Management* Ten Speed Press

Put every employee on the path to excellence! *Solving Employee Performance Problems* provides the tools you need to handle the most difficult employees—from the chronically late or distractingly dramatic to the disruptive, dishonest, or downright insubordinate. Taking a heavy-handed approach to such behaviors might make you feel good for a little while—but using the measured, proactive techniques outlined in this book will be better for you, your staff, and your business. With *Solving*

*Employee Performance Problems*, you'll learn how to take ownership of your employees' behaviors, master conversations about poor performance, conduct productive follow-ups, and ultimately generate: Greater engagement and ownership of work Higher levels of collaboration and productivity Increased loyalty and retention rates Gainful ROI from everyone who works for you There's a direct link between growth of individual employees and organizational growth. Use *Solving Employee Performance Problems* to be someone who manages proactively. It's the only way to make a positive difference in the life of your employee—and make a positive impact on the future of your company.

**Perfect Phrases for Performance Reviews 2/E** McGraw Hill Professional

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. 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, prepare for and conduct in-person and written reviews, and use the right key words. Covering both hard and soft skills, this indispensable reference includes lists of powerful words and phrases that clearly describe positive and negative performance. Featuring sections targeted to specific industries and jobs, this guide empowers managers at all levels to master the art of performance reviews that achieve results.

*Improving Employee Performance Through Appraisal and Coaching* National Academies Press

Are your employees meeting their goals? Is their work improving over time? Understanding where your employees are succeeding—and falling short—is a pivotal part of ensuring you have the right talent to meet organizational objectives. In order to work with your people and effectively monitor their progress, you

need a system in place. The *HBR Guide to Performance Management* provides a new multi-step, cyclical process to help you keep track of your employees' work, identify where they need to improve, and ensure they're growing with the organization. You'll learn to: Set clear employee goals that align with company objectives Monitor progress and check in regularly Close performance gaps Understand when to use performance analytics Create opportunities for growth, tailored to the individual Overcome and avoid burnout on your team Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the *HBR Guides* provide smart answers to your most pressing work challenges.

*Transforming Performance Management to Drive Performance* Harvard Business Press

If you're an executive, manager, or team leader, one of your toughest responsibilities is managing your people's performance. How do you appraise just how well a direct report has carried out her job? What do you do if informal coaching fails to improve mediocre performance? In *How to be Good at Performance Appraisals* Dick Grote provides a concise, hands-on guide to succeeding at every task required by your company's performance appraisal and management process. Through step-by-step instructions, examples, sample dialogues, and suggested scripts, he shows you how to handle appraisal activities ranging from setting goals, defining job responsibilities, and coaching to providing recognition, assessing performance and discussing it with employees, and creating development plans. Grote also explains how to tackle other performance management activities your company requires, such as determining compensation, developing and retaining star performers, and solving people problems. This book is so accessible and practical that you won't just read it once and put it away. Instead, you'll be sure to keep it within arm's reach, referring to particular chapters each time you face a performance management task.

*HBR Guide to Performance Management (HBR Guide Series)* Harvard Business Press

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.

*The Performance Appraisal Question and Answer Book* AMACOM Div American Mgmt Assn

Whether you're addressing an initial infraction or handling termination-worthy transgressions, you need to be 100 percent confident that every employee encounter is clear, fair, and most importantly, legal. Thankfully, HR expert Paul Falcone has provided this wide-ranging resource that explains in detail the disciplinary process and provides ready-to-use documents that eliminate stress and second-guessing about what to do and say. Revised to reflect the latest developments in employment law, the third edition of *101 Sample Write-Ups for Documenting Employee Performance Problems* includes expertly crafted, easily customizable write-ups that address: sexual harassment, absenteeism, insubordination, drug or alcohol abuse, substandard work, email and phone misuse, teamwork issues, managerial misconduct, confidentiality breaches, social media abuse, and more! With each sample document also including a performance improvement plan, outcomes and consequences, and a section of employee rebuttal, it's easy to see why over 100,000 copies have already been sold, making life for managers and HR personnel significantly easier when it comes to addressing employee performance issues.

**How to Make Performance Evaluations Really Work** Human Resource Development

Gallup presents the remarkable findings of its revolutionary study

of more than 80,000 managers in *First, Break All the Rules*, revealing what the world's greatest managers do differently. With vital performance and career lessons and ideas for how to apply them, it is a must-read for managers at every level. The greatest managers in the world seem to have little in common. They differ in sex, age, and race. They employ vastly different styles and focus on different goals. Yet despite their differences, great managers share one common trait: They do not hesitate to break virtually every rule held sacred by conventional wisdom. They do not believe that, with enough training, a person can achieve anything he sets his mind to. They do not try to help people overcome their weaknesses. They consistently disregard the golden rule. And, yes, they even play favorites. This amazing book explains why. Gallup presents the remarkable findings of its massive in-depth study of great managers across a wide variety of situations. Some were in leadership positions. Others were front-line supervisors. Some were in Fortune 500 companies; others were key players in small entrepreneurial companies. Whatever their situations, the managers who ultimately became the focus of Gallup's research were invariably those who excelled at turning each employee's talent into performance. In today's tight labor markets, companies compete to find and keep the best employees, using pay, benefits, promotions, and training. But these well-intentioned efforts often miss the mark. The front-line manager is the key to attracting and retaining talented employees. No matter how generous its pay or how renowned its training, the company that lacks great front-line managers will suffer. The authors explain how the best managers select an employee for talent rather than for skills or experience; how they set expectations for him or her — they define the right outcomes rather than the right steps; how they motivate people — they build on each person's unique strengths rather than trying to fix his weaknesses; and, finally, how great managers develop people — they find the right fit for each person, not the next rung on the ladder. And perhaps most important, this research — which initially generated thousands of different survey questions on the subject of employee opinion — finally produced the twelve simple questions that work to distinguish the strongest departments of a company from all the rest. This book is the first to present this essential measuring stick and to prove the link between employee opinions and productivity, profit, customer satisfaction, and the

rate of turnover. There are vital performance and career lessons here for managers at every level, and, best of all, the book shows you how to apply them to your own situation.

*Performance Appraisal* AMACOM

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.

**Competency-Based Performance Reviews** Human Resource Development

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.

**Ready-to-Use Performance Appraisals** John Wiley & Sons

Performance appraisals are one of the least enjoyable duties managers face. They're time-consuming, tedious, and require the perfect balance between criticism and praise. This collection of handy, ready-to-use performance appraisals will save you time and effort, while increasing the clarity and value of your appraisals. These customizable sample evaluations can address almost any situation.

**Solving Employee Performance Problems: How to Spot Problems Early, Take Appropriate Action, and Bring Out the Best in Everyone** McGraw Hill Professional

There has been a shift in HR from performance appraisal to performance management. A new volume in the SIOP Professional Practice Series, this book contains a broad range of performance management topics, offers recommendations grounded in research, and many examples from a variety of organizations. In addition to offering state-of-the-art descriptions of performance management needs and solutions, this book provides empirical bases for recommendations, demonstrates how performance management tracks and helps promote organizational change, and exams critical issues. This book makes an ideal resource for I/O psychologists, HR professionals, and consultants. "In this comprehensive and timely volume, Smither and London assemble an exceptional collection of chapters on topics spanning the entire performance management process. Written by leading researchers and practitioners in the field, these chapters draw on years of research and offer a blueprint for implementing effective performance management systems in organizations. This volume is a 'must-read' for all those interested in performance management." —John W. Fleenor, Ph.D., research director, Center for Creative Leadership

**How to Be Good at Performance Appraisals** Adams Media

As a manager, you aren't truly successful unless your employees are as well. Helping them establish compelling, actionable performance goals is the first and most important step, and 2600 Phrases for Setting Effective Performance Goals is there to lend a hand. A natural follow-up to the bestselling 2600 Phrases for

*Effective Performance Reviews*, this quick-reference guide provides readers with ready-to-use performance goals organized by the characteristics and core competencies used most often in the appraisal process. From attendance and attitude to teamwork and time management, managers will find the language they need to inspire exceptional results. The book also includes wording tailored to many of the most common positions in sales and marketing, accounting and finance, HR, IT, legal, manufacturing, operations, and more. Comprehensive and organized for ease of use, this book enables managers to lay the groundwork necessary for phenomenal achievement on the part of their people.

**Performance Management** McGraw Hill Professional

The motivations and values of the newest generation entering the workforce are different from those of previous generations. You may be baffled about how to motivate or connect with this new generation. Learn how to modify the evaluation process based on the values of the new generation in *How to Make Performance Evaluations Really Work*. You'll find step-by-step guidelines for evaluating and motivating employees, learn what mistakes to avoid, what the legal pitfalls to watch for, and get numerous sample ready-to-use evaluation forms and sample phrases you can use as is or customize and make your own.

**The Undeniable Secrets to Extraordinary Performance Reviews** Atlantic Publishing Company

Conducting performance reviews can be tricky. Especially for managers. Sometimes there's a huge difference between what they say and what they want to convey. To improve this, it's important that employers must practice the art of delivering constructive performance appraisal comments. A wholesome appraisal process will be one that consists of both positive and negative appraisal comments. Therefore, don't misunderstand appraisals to be a program where you have to find faults or only praise someone. Instead, conduct feedbacks that give employees an overall understanding of where they can improve and where they are excelling. With this book, you'll never fight to find the right words for evaluations again. Chock full of more than 150 sample performance appraisals for all job types, this comprehensive reference guide gives you everything you need to write appropriate evaluations with ease and accuracy - from documenting and rewarding stellar performance to laying the



groundwork for disciplinary action. Writing employee performance reviews need never stress you out again. With this book, you'll improve the quality of your evaluations, save time and increase your productivity, and stop dreading review time for good.

*Fast Feedback* Harvard Business Press

An engaged employee is someone who feels involved, committed, passionate and empowered and demonstrates those feelings in work behavior. This book explains that a more engaged workforce is really about better performance management. The authors expand the traditional notion of performance management to include building trust, creating conditions of empowerment, managing team learning, and maintaining ongoing straightforward communications about performance, all of which are critical to employee engagement. The "best practices" tools and advice in this book are based on solid research as well as the authors' experience.

### **3000 Power Words and Phrases for Effective Performance Reviews** John Wiley & Sons

Whether you're an HR professional or a manager, chances are there's one task you really dislike: giving performance reviews. Even if you know the basic points you want to get across, finding the right words and committing them to paper is about as much fun as a trip to the dentist. But this handy little book puts thousands of ready-to-use words, phrases, descriptions, and action items right at your fingertips. Paul Falcone covers the 25 most commonly rated performance factors, including productivity, time management, teamwork, and decision making, plus job-specific parameters that apply in sales, customer service, finance, and many other areas. Not just for review time, the book will also be instrumental in creating job descriptions and development plans as well as for monitoring performance, progress, and problems year-round. Praise for Paul Falcone's Previous Books: "If the art and science of hiring and firing has become a puzzle, then author Paul Falcone [The Hiring and Firing Question and Answer Book] has the answer."-- Houston Business Journal "When you feel the need to document an employee's actions (or inactions), turn to this great tool [101 Sample Write-Ups for Documenting Employee Performance Problems]."-- Legal Management "[96 Great Interview Questions to Ask Before You Hire] takes the

guesswork out of the interview process."-- Benefits and Compensation Solutions Paul Falcone is a human resources executive and has held senior-level positions with Nickelodeon, Paramount Pictures, and Time Warner. He is the author of several bestselling books, including 101 Sample Write-Ups for Documenting Employee Performance Problems, 101 Tough Conversations to Have with Employees, and 2600 Phrases for Setting Effective Performance Goals. He is a long-time contributor to HR Magazine. Visit him at [www.PaulFalconeHR.com](http://www.PaulFalconeHR.com).

### **Performance Appraisals** McGraw-Hill Professional

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](mailto: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.

*First, Break All the Rules* Harvard Business Press

Learn how to make the performance appraisal process deliver maximum value to the organization. Performance appraisals are a critical tool for aligning employee performance with the goals of the organization. They also provide a key point of contact between managers and their people. Yet there are few tasks managers dread more. This book will equip you to meet this managerial challenge with confidence and enthusiasm. Learn how you can make the performance appraisal process deliver maximum value to both the organization and employees. Assessments, diagrams and checklists help you gain a thorough understanding of the performance appraisal process and your role at every stage. Real-world scenarios illustrate common situations and let you listen in on sample conversations. Clear, step-by-step instructions help you write the performance review document and prepare for the critical face-to-face meeting. Throughout the book, exercises give you the opportunity to apply what you learn directly to your own performance appraisal situation. Readers will learn how to:

- Assess past performance and set achievable objectives
- Prepare a written performance review following a seven-step format
- Ensure a successful face-to-face meeting
- Create career development plans that support organizational and personal goals
- Deal with disciplinary issues and documentation
- Coach employees to improve performance
- Identify key elements in creating and maintaining a motivating atmosphere
- Build relationships and monitor performance with remote employees.

This is an ebook version of the AMA Self-Study course. If you want to take the course for credit you need to either purchase a hard copy of the course through [amaselfstudy.org](http://amaselfstudy.org) or purchase an online version of the course through [www.flexstudy.com](http://www.flexstudy.com).