

THE #1 SOURCE FOR PERFORMANCE EVALUATION PHRASES

1,135 Template Phrases  
— *for* —  
Employee  
Performance  
Reviews

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## *1,135 Template Phrases for Employee Performance Reviews*

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# Chapter 1

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## INTRODUCTION TO PERFORMANCE APPRAISALS

### “IT’S NOT THAT TIME AGAIN, IS IT?”

Unfortunately, I think this is most manager’s first thought when it comes time for annual performance appraisals. The annual performance review is a time for an employee to reflect on the previous year and a time for the manager to take an opportunity to explain what an employee is doing right and wrong.

### ON-GOING PERFORMANCE REVIEWS

One of my best bosses once said to me, “If it comes time to do your performance review and you don’t already know how it’s going to go, I’m not doing my job.” Unfortunately, many employees walk into the annual performance review – and for whatever reason – get sideswiped with a review they weren’t expecting.

I had an employee who gave himself a 5 (on a 1 to 5 scale, 5 being ‘exceeds expectations’) on every question on his annual performance review. Tom was a below average performer who we had frequent discussions with about his performance, and yet he still came into the review session oblivious to his deficiencies. At the time I was surprised, but when I look back on the situation, I *didn’t do enough* to help Tom turn things around in his career. Fortunately, there was still time and Tom is still with that company and is very successful in his job.

### THE PURPOSE OF A PERFORMANCE REVIEW

Companies use performance reviews for a variety of reasons:

1. Evaluate an employee’s performance against a baseline
2. Compensate star employees
3. Address professional developmental needs
4. Provide feedback and improve productivity

If handled correctly, a performance review can be a very motivating tool to help employees meet their objectives, which in turn helps meet departmental goals, all the

way up to meeting corporate objectives. If handled incorrectly, performance review time can be a painful exercise in how not to manage.

Unfortunately, many managers look at performance review time as “just another thing HR makes us do.” They put the performance review off until past the deadline, then rush to finish their entire team as quickly as possible. Employees get a quick gloss over for a review and never get properly coached to meet their goals. Over time, star performers who don’t feel recognized or valued leave. Other employees realize no matter what they do, it won’t matter, so they fall into a rut of mediocrity.

We want this terrible cycle to stop. So, we’ve created this book of performance review phrases to help you write proper appraisals. This isn’t designed as a “pick and grab” phrase book so you can quickly write the appraisal and move it off your desk – but instead, as a source for ideas and inspiration to explain to your employees how you felt they met their goals and how to improve. We want to decrease the time you have to think about saying things and instead focus on what you want to convey in the review.

We’ve included 1,135 review comments in a variety of categories – comments highlighting good qualities and bad ones. We hope this will help you when preparing reviews for your employees.

# Chapter 2

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## **PHRASES FOR PERFORMANCE REVIEWS**

We've broken down the phrases into several categories which are common to most performance appraisals. Additionally, we've segmented the phrases into *Positive* and *Negative* groups within each category. Think of Positive as "Meets Expectations" or "Exceeds Expectations" and Negative as "Needs Improvement."

There are many ways to use these sample phrases. We recommend using them as examples which can be customized to the employee's specific situation. These are intended to inspire you to write a great performance evaluation for your employee.

Taken alone, each sentence is probably not enough to evaluate an employee with. However, you can string several phrases together or just use these as a base and then add on more specific information to complete each section of the employee evaluation.

We encourage you to be creative and specific when evaluating each employee. We understand this can be difficult when you have a lot of employees. This book will be very helpful in inspiring different ways to write the same thing.

At the end of the book, you will find an index of power words used in all of the performance review phrases if you're looking for the right words to use when writing the performance evaluation.

## ATTENDANCE AND PUNCTUALITY

Managers appreciate employees who are consistent in their work schedules and are on-time each day. These employees set a good example for members of the team and demonstrate that they value the company's time. It's easier to be flexible with an employee who consistently demonstrates the ability to work their schedule.

In this section, we will provide sample phrases for attendance and punctuality. We categorize these phrases by *positive* phrases – for meets expectations to excellent performers – and *negative* phrases – for employees who do not meet expectations to under performers.

### POSITIVE

1. Cara is one of our most reliable employees who arrives on-time and leaves on-time. Her break times are perfectly timed – she really sets the standard for attendance and punctuality on the team.
2. Jim arrives each day fully prepared to tackle his responsibilities.
3. Heather is reliable and does not have any attendance problems.
4. Bill always ensures his employees adhere to their lunch schedules and breaks.
5. Kevin meets all company standards for attendance and punctuality.
6. Julia begins each day refreshed and ready for any challenges she will face.
7. Greg's attention to punctuality has paid off this year, he consistently arrives on time.
8. Jim starts and ends meetings on time.
9. Jason schedules his time off well in advance.
10. Holly is conscientious of others when scheduling time off.
11. Joe is dependable and reliable.
12. Lilly is willing to put in long hours as necessary to get the job done.
13. Tim always meets his deadlines with his projects.

- 14. Jennifer is a very timely employee and is very trustworthy.
- 15. Kelly is very prompt at the start of each work day.
- 16. Bill manages his staff to a great attendance score. His staff is frequently among the top performers in the company for on-time arrivals.
- 17. Lenny demonstrates the secret to success is not who works the longest, but who works the smartest. With this said, Lenny is also one of our top employees for attendance and reliability.
- 18. We appreciate the way Kylie sets the standard for schedules on her team. Kylie is consistently on-time and runs a tight ship.
- 19. Bill adequately manages his schedule and works well with the schedule set for him during the week.
- 20. Phil is very strict about time keeping and his employees respect him. He manages to keep his employees on task and on schedule.
- 21. Jim works his assigned schedule without complaint.
- 22. Harry schedules meeting with appropriate advance notice and maintains a good schedule while at work.
- 23. Lyle manages a tough schedule with his staff, yet always maintain adequate staffing levels.
- 24. Paul is a reliable performer and maintains a good schedule.
- 25. We have had no issues with Timothy's schedule – he has good attendance and does not deviate from the standard attendance policy.

NEGATIVE

- 26. Harry is continually late for work and should improve this area by focusing on showing up on time each day.
- 27. George fails to show up to work on time and keep a normal work schedule.
- 28. Tim often takes extended lunches and does not make up the added time in his work schedule.

29. Bill frequently leads meetings which run beyond their allotted times. Bill should improve this by keeping his meetings to their prescribed time.
30. Doug consistently takes longer breaks than permitted.
31. Roger takes too many personal phone calls during the day.
32. Trina took several more personal days than permitted and was frequently not here when needed.
33. Jim frequently provides excuses for his late arrival times, yet does not account for delays such as heavy traffic in his travel time.
34. Bill does not show up on time in the morning and then leaves at his normally scheduled exit time. Bill needs to improve his work schedule.
35. Jennifer often runs behind schedule throughout a typical work day causing meetings to start late which affects others' schedules. She needs to get her schedule in order to help her coworkers.
36. Ryan is often tardy for work and despite repeated warnings, has not demonstrated respect the attendance policy.
37. For most of the year, Jim has had excellent attendance. Over the last several months, he is frequently absent or late for work. Jim should improve his reliability.
38. For the most part, Paul has been good with his schedule. However, during the summer months, Paul frequently leaves early or takes a half day of unscheduled time off on Friday. This provides a bad impression for his coworkers and employees.
39. During the winter months, Tim frequently arrives late and does not adequately take weather and traffic into account for his schedule.
40. Most of the time, Kyle is a reliable employee with his schedule. We occasionally have an issue, though, and Kyle should continue to improve his punctuality.
41. Arriving on time for work is great. Taking 20 minutes each morning to make coffee and talk about the previous night's personal outings is not. Harry needs to be ready to work, at his desk, on time each day.

42. Though Bill is at work a lot, he is not ready to work all the time. He is frequently visiting with other people early in the morning, after lunch, and before the end of the work day. This interrupts others, reduces productivity, and affects other people on Bill's team.
43. Being late for work affects those employees whose shifts are ending. Paul shows disrespect for other employees by frequently showing up late.
44. Though Jim shows up on time each morning, he is very sluggish and doesn't actually start working for some time. We recommend he improve in this area and start work immediately upon arriving.
45. Greg has a leisurely attitude when it comes to attendance. This has a negative effect on his fellow employees.
46. Timothy works the appropriate schedule, but his "off-site breaks" affects co-workers as he is frequently late returning from break.
47. Holly is a very good with punctuality, but her staff is not. She needs to better manage the team to company-required schedules.
48. Frankly, Peter has a ghastly view of on-time attendance. I do not remember a day when he has shown up on time, ready to work.
49. Bill's shoddy attendance record must improve in the next 90 days or he will be terminated under the company's attendance policy.
50. Ben is such a quality worker, but unfortunately his punctuality is abysmal. This one area is dragging down Ben's review and must be improved.

**ATTITUDE**

An employee's attitude will tell you a lot about what kind of employee someone is. If the employee has a positive attitude, other attributes such as teamwork and productivity will usually be positive as well. In this section, we will discover performance review phrases you can use to describe an employee's attitude.

**POSITIVE**

51. Holly has one of those attitudes that is always positive. She frequently has a smile on her face and you can tell she enjoys her job.
52. Greg is a cheerful guy who always makes you feel delighted when you're around him. We are fortunate to have Greg on our team.
53. Thom has an even demeanor through good times and bad. His constant cheer helps others keep their "enthusiasm" – both positive and negative - in check.
54. Angela has a soothing personality which reflects in a very calm demeanor. Her attitude is one which should be emulated.
55. Bob brings a level of enthusiasm to his job that few can. He is always one of the guys on the team we go to when we need a lift.
56. Ted always has such a positive mind-set. We are frequently pleasantly surprised by Ted's posture during difficult times.
57. Tom frequently seems to have a positive outlook and we appreciate his stance on difficult decisions.
58. Jenny's attitude is one attribute which is positive.
59. Wendell has a way of thinking about things that we appreciate. His willingness to share positive thoughts is refreshing.
60. Bill is quick to congratulate coworkers and builds an atmosphere of trust with his team.
61. Ken's attitude is an asset to his management skills. He continually builds people up, deals with difficult situations with incredible posture, and focuses on the positives.

62. With the incredible pressure we have been feeling as a company, it would be easy for Tim to get down, but he stands firm that the situation won't affect his attitude. Tim has a mind-set that few people do and we appreciate that about him.
63. Penny's internal bearing is always spot on with a focus on the right attitude.
64. It was once said that life is 20% what happens to you and 80% how you react to it. Over and over again, Harry shows how important the 80% is by displaying a positive attitude, no matter what the circumstances.
65. Despite the problems inherent with a support position, Steve carries the stress well and never seems to get down. His continual focus on making each customer feel like they are the most important customer in the world demonstrates his great attitude.
66. Stress can cause people to react in funny ways, yet Sally seems to perform better under pressure. She is a constant which holds the team together.
67. Bill has a cheerful attitude which makes others feel good when he's around.
68. Julia accentuates the positive in most situations.
69. One of the difficult things a new manager must learn is how to emphasize the right things and downplay the other things. Brenda keeps a steady, positive attitude that helps her employees know everything is ok – even when it seemingly isn't ok!
70. Some people choose to point out problems or highlight difficulties, but Jane just chooses to emphasize all of the good things going on around her group.
71. It's difficult to get demoted. When the recent HR adjustments caused Ryan to step down from his manager position to a staff level role, we weren't sure how he would react. Fortunately, the consummate team player he is, Ryan focused less on the anxiety and more on how he could be a positive, high-impact team player.
72. Susan is the type of employee you want to be around when the going gets tough. She keeps everything in focus and makes sure the team moves forward.

73. Judy has a strong personality, yet she balances it by remaining positive and upbeat.
74. Though a few times she has let the stress of the job get to her, Kate is generally a very upbeat and professional asset to our team.
75. As a supervisor, Randy has proven to be a steady hand for his team and keeps a balanced view on day to day events.

## NEGATIVE

76. Jim frequently gives off “an air” of superiority to his coworkers. He is not approachable and is rough to work with.
77. Walter’s attitude is unpleasant at times.
78. Bill has a dreadful outlook at times which has a tendency to bring down the entire team.
79. For the most part, Lenny is a personable guy, but when he gets upset, his attitude turns shocking. Lenny needs to balance his personality out and not react so much to negative events.
80. Bill has a tendency to instigate problems between his coworkers.
81. Tom knows that certain conversations provoke members of his team, yet he continues to be vocal about non-work related topics. Tom should keep his conversations work related.
82. Angela has a tendency to erupt over minor things. This causes unease with her coworkers who do not want to set her off.
83. Peter could work on his point of view about difficult company decisions. Sometimes we need to do things that are unpopular, but necessary. Peter does not always promote positive thinking about these decisions.
84. One of the key indicators as to whether an employee is ready for management is how well he does under pressure. Unfortunately, Tim is not ready for management.
85. Greg has a sporadic bout of attitude problems which affect his coworkers.

86. Ken is normally a very affable guy, but under times of pressure, he succumbs to it and needs to work on his choice of language and volume level of his voice.
87. When the pressure is on and there is a choice to blink or not, Jack too frequently blinks.
88. Mary is a good manager, but her mood changes too often for people to keep track of.
89. Jennifer is an asset in many ways, but her attitude needs to be kept in check.
90. There seems to be relatively random occurrences of complaints from coworkers regarding Tim's attitude. We do not often witness these outbursts, but they need to be resolved.
91. Over the next 90 days, Jim should focus on improving his erratic attitude. Specifically, Jim does not maintain an even keel and will react however the situation is flowing without thinking about his reactions affect other people.
92. Eric has an uneven attitude regarding the company. He swings from happy with the company to upset with the company. His willingness to share these feelings with many coworkers causes many to wonder why he is still working here.
93. Periodically, Holly has an attitude shift which can have a negative effect on the team.
94. Jim has a very productive team reporting to him, but he has some outbursts with other managers which must be resolved.
95. George has a very even attitude – unfortunately, the level of the attitude isn't good. George should work to raise his attitude.
96. Kevin has a tendency to disrupt work after company meetings where difficult decisions were announced.
97. Bob seems distant lately; as if he wasn't fully connected to what he was doing.

98. Terry is quick to show his discontent with work; he should stop to think about how his display affects those around him.
99. Lindsay is a good person, but any constructive criticism devastates her. We cannot walk on egg shells around her if we want the team to get better.
100. Simply put: Jim's negative attitude negatively affects his work performance. Jim needs to bring his attitude under control.

**COMMUNICATION**

For most jobs, communication could be one of the core functions an employee must do well. We all communicate with clients, co-workers, managers, direct reports, and stakeholders – and how we handle those communications reflect positively or negatively on our entire organization.

## POSITIVE

101. David keeps managers and coworkers informed of his work progress.
102. Barry reports necessary information to his coworkers.
103. Allison is excellent at keeping written information about her assignments and projects.
104. One of Jim's strengths is his use of candor and effective communication with his employees.
105. One of Jane's core strengths is her ability to immediately connect with someone.
106. Brenda is very competent communicator.
107. Tom clearly communicates with his employees and they understand his expectations.
108. Ted is clearly very good at communication as evidenced by his effectiveness in resolving customer problems.
109. At first, communication was not Bill's strongest attribute. However, after a lot of work, Bill has become a very good communicator.
110. Communication is not just the ability to talk or the ability to hear, it is a combination of talking, hearing, and understanding. Jenny is the perfect mix of those three things.
111. When a difficult message must be conveyed in a clear and consistent manner, I always turn to Tricia to handle it. Tricia is very good at imparting message.
112. Though at times I may find it difficult to communicate with some types of people, Bob seems to have a natural gift of communication.

113. Jane is very good at crafting a message that is not only well understood, but promotes healthy conversation and debate with the staff. Jane handles each of these situations with ease.
114. Harry is very good at communicating. I think back to several situations this year that needed a delicate understanding and Harry handled each one well.
115. Kevin can communicate a message effectively so staff members understand it.
116. Lyle likes to speak with someone until they understand and this attribute has made him a very good communicator.
117. Polly is effective in the written and verbal word.
118. Jack's years of experience communicating is evident in his wonderful communication skills.
119. Wendy has the valuable skill of communicating difficult concepts in easy to understand language.
120. Communication is part art and part science – Tim is an artist with his words and forms them together to demonstrate an ease with the science of communication.
121. Jane is a successful communicator who is at ease in both written and verbal communications.
122. Peter is quite good at communicating difficult messages with employees, management, and customers.
123. As an employee, Ted was good at communication, as a manager, Ted has proved an even more effective communicator. His communication skills have improved tremendously this year.
124. Kyle is an adept communicator and is one of the best business writers I have had the pleasure of working with. Kyle communicates very well through his reports and white papers.

125. Cameron is very good at written communication, however his verbal communication skills can be improved. Cameron should work on being an active listener.

## NEGATIVE

126. Tim continually attempts to withhold information from team members.

127. Peter has proved to be an ineffective communicator.

128. Jim does not effectively communicate – both written and verbal communication must be improved.

129. Tony does not adequately share information as required in his role. He has a tendency to keep things close to his vest.

130. At a bare minimum, Tom needs to improve his communication skills with his co-workers. Preferably, Tom will learn to improve his communications with other employees and management.

131. Jim's ability to explain complex topics is insufficient due to his unwillingness to share information with others.

132. Despite other areas of strength for Ben, communication continues to be substandard. Ben consistently fails to properly notify team members about impending changes or other required information.

133. Jack needs to share department and corporate goals in a more timely and complete manner. Jack's employees do not understand what the company is doing.

134. Lyle does not articulate his position very well during meetings.

135. George's position requires him to have sufficient technical skills, however, he does not speak up during technical meetings to discuss potential solutions.

136. Over the past year, Terry has not performed very well in creating an honest and open environment for the employees he supervises.

137. Jenny must improve her foreign language skills to stay competitive in this industry.

138. Greg is not adept at documenting verbal communication. Over the next 90 days, Greg should work on this skill.
139. Holly frequently provides mixed messages to people on her team.
140. Customers have frequently complained about unresponsiveness from Tim.
141. Ken does not adequately use email and frequently ignores messages sent to him.
142. Paul's employees are often the last to know of changes at the company. Paul should increase the frequency of his communications with staff members.
143. Bob has a tendency to ramble at meetings and discuss unimportant things.
144. Pete works on confidential projects frequently and must not discuss the items he learns with fellow staff members.
145. One of Todd's roles is to find consensus among his team members, but he has frequently failed to accomplish this task.
146. Fred does not communicate effectively and clearly.
147. Tricia holds too many meetings; fewer would be more effective.
148. Brian should communicate project status updates more frequently.
149. Tom lacks credibility in his messages. His co-workers do not believe he is honest.
150. Justine does not convey a positive image of the company to customers.

**COOPERATION**

Cooperation is defined as *an instance of working together for a common purpose or benefit*. Employees who cooperate well together produce better results and a more productive work environment than those who are poor at acting together.

## POSITIVE

151. Tim adapted to changing circumstances very well.
152. Frank can be counted on to carry out assignments with careful follow-through and follow-up.
153. Jill offers assistance willingly.
154. Greg makes a positive contribution to morale.
155. Peter accepts constructive criticism positively.
156. Yolanda shows sensitivity and consideration to other people's feelings.
157. Fred creates a positive and inclusive work environment.
158. Bob creates an atmosphere of mutual teamwork and support.
159. Jane is great at offering assistance to coworkers in need.
160. Janet cooperates well with coworkers, staff, managers, and members of other teams.
161. Lenny ensures that projects are a team effort – he is always willing to lend a hand when needed.
162. George helps form alliance between his staff members to foster a team first environment.
163. Fred is an encourager and his fellow co-workers enjoy being around him.
164. Tyler is good at bringing together teams of people around a common goal.
165. Randy excels at any project he is involved with as he can form effective teams.
166. Frank promotes a team-centered environment.

- 167. Jenny is a proven team player.
- 168. William is an asset because he can effectively work with other teams and departments.
- 169. Whenever we have a difficult situation, we know we can bring Ryan into it as he can bring disparate groups of people together.
- 170. Terry has created a team which is a model for teamwork.
- 171. Bill excels at promoting cooperation throughout the organization.
- 172. Julia is willing to do whatever it takes to get the job done – even perform tasks or jobs that are not her own.
- 173. Isabella coordinates individual workers together to meet deadlines and work effectively as a team.
- 174. Greg encourages people to work together towards a common goal.
- 175. Ben gives of himself to make sure the job is well done.

## NEGATIVE

- 176. David has been known to enter into a shouting match with fellow employees.
- 177. Bill does not collaborate well with others.
- 178. Jeanne is often the last to offer assistance or help out in times of need. This feeling is common among Jeanne’s coworkers and management team.
- 179. Ever since Jim was promoted to supervisor, he has been “too busy” to assist his employees when they need an extra set of hands to help. This unwillingness to offer assistance promotes a selfish work environment.
- 180. Manny is very good at individual tasks, but he falls short in cooperating on group projects and in partnership with staff members.
- 181. John takes on new tasks with ease, but when it comes time to communicate with other team members and train them on these tasks, John does not perform very well.

182. Janet consistently fails to be an effective team member. She needs to improve over the next several months in her teamwork skills.
183. Jennifer is too cautious – she is afraid of confrontation so she does not step out to assist when it’s necessary.
184. Though at times Tim seems very helpful, it’s too much – he does not know when to say “no” to a request.
185. Lenny refuses to allow his staff to help other departments.
186. Walter does not provide assistance to others in their times of need.
187. Fred doesn’t view his workplace as a “team” environment and too frequently wants to “go it alone” on projects.
188. Jim does not encourage a team-centered work environment.
189. Ben fails to commit his team to cooperating with organizational goals.
190. Harry demonstrates a desire to avoid working with others.
191. Kyle refuses to share crucial information with co-workers for fear he will be marginalized.
192. Jenna portrays an aloofness which discourages coworkers from asking for help.
193. Tim needs to know when it’s time to get his hands dirty and help.
194. Ken creates a work environment which is difficult to foster cooperation in.
195. Bob is very territorial about his work and his team’s responsibilities.
196. Yolanda does not build relationships with other teams and seems inner-focused.
197. A productive staff meeting is few and far between for Peter’s team. The team does not feel Peter communicates well with them.
198. George gets upset when co-workers do not help him, yet he does not offer assistance to others.

199. Greg is far too focused on finding new ways to accomplish things rather than cooperate with others in a process which is already well tested and defined.
200. Instead of making do with what she has, Holly tends to complain about a lack of resources and personnel.

## CREATIVITY AND INNOVATION

Many employees and manager struggle to think of performance review phrases for creativity and innovation. Some jobs lend themselves more to this area than others, but all jobs have some level of creativity or innovation that employees can strive for.

### POSITIVE

201. Emma's ability to change direction when required is an asset to the team.
202. Tom is an innovator at heart – his skill at inspiring new ideas is an asset to our team.
203. Jim has an imaginative personality and is very resourceful in times of need.
204. Sally has a creative touch in a sometimes monotonous role within our team – the way she adds inspiration to the day to day tasks she performs is admirable.
205. Bill adds an artistic flair to everything he produces which makes his projects much more fun than most.
206. When a major problem arises, we frequently turn to Jon for his creativity in solving problems. The way he can look at an issue from different sides is a great resource to our team.
207. Tim thinks outside the box when crafting solutions.
208. Greg demonstrates a key ability to craft creative solutions to problems.
209. Holly shows ingenuity when facing difficult situations.
210. Whenever we need a fresh look at a problem, we know we can turn to Julia for a novel perspective.
211. Ben doesn't rely on common methods to solve a problem, but addresses each situation with a innovative viewpoint.
212. Yolanda constantly searches for new ideas and ways to improve efficiency.
213. Walter creates an exciting atmosphere for his team: one in which new ideas are rewarded and encouraged.

- 214. Peter doesn't accept "we've always done it this way" as a solution; instead, he constantly reviews solutions to see if they are the most effective way of doing things.
- 215. Terry has a unique imagination and creates some of the most innovative things we have seen.
- 216. Bill fosters a creative working environment for his team to innovate.
- 217. Ryan is able to adeptly take creative ideas and form them into solutions.
- 218. Rachel is very good at creating new and innovative solutions to common problems.
- 219. Harry encourages his teammates to think outside of the box and to be more creative with solutions.
- 220. In meetings, Paul is very good at extracting unique ideas out of people – some you might not consider as very creative people.
- 221. Fred is a very creative innovator. Specifically, he solved an on-going problem by looking for a solution from all angles.
- 222. When we're in crisis mode, we know we can turn to Jenny to craft a viable and inventive solution.
- 223. Emily has a creative personality which allows her to suggest original ideas. She should continue to adapt this to her position in the company.
- 224. Brenda takes calculated risks based on her understanding of technology and her innovative views on how to use it.
- 225. Jim has worked hard this year on fostering creative discussions within his team.

NEGATIVE

- 226. Bill creates a stifling environment which is not conducive to creativity.
- 227. Jack is unimaginative in his work and the quality of his work product demonstrates this.
- 228. Holly needs to work on being more resourceful on tasks and projects.

- 229. Tim isn't willing to take risks on creative ideas.
- 230. Bob gets "too creative" when approaching company policies and procedures. In most of these cases, Bob should just follow the appropriate policy.
- 231. Paul's team feels discouraged as he often "shoots down" creative ideas without any explanation. Paul should be more willing to listen to ideas before he rejects them outright.
- 232. Jean does not tap into the creative side of her team and consistently overlooks the innovative employees reporting to her.
- 233. Rachel discourages creative solutions from her team.
- 234. Kevin has a difficult time thinking "outside of the box" and creating new and untested solutions.
- 235. Jim is a creative guy but he has a tendency to act before thinking. This causes problems when an untested or unexamined idea is moved forward too quickly.
- 236. Bob has a lot of creative potential but so far he has failed to tap into it. Bob should strike a balance between being pragmatic and creative.
- 237. Terry does not listen to alternatives or ideas other than the ones he develops. This is stifling the creativity of the team.
- 238. Mandy must increase her interaction with people on the team to seek out new ideas.
- 239. Bryan often takes credit for ideas of his subordinates. He should be more willing to share credit for other's ideas.
- 240. There is a place and time for realism, yet Wendy consistently strikes a practical, hardnosed look at things without thinking how she could creatively solve a problem.
- 241. Frank has shown a tendency to be a matter-of-fact manager, but in his position, thinking in a more resourceful manner would do him well.

- 242. Whenever Bob runs into an obstacle, he has a tendency to stop and ask for help. We encourage him to develop solutions – or even recommendations – before constantly asking for help.
- 243. Terry does not research solutions deeply enough and often just compiles ideas found on Web sites. This does not help for many of the problems we run into.
- 244. Bill needs to focus on finding creative alternatives to problems over the next year. His focus on the knowledgebase is hindering him from thinking outside of the box.
- 245. Eve is reluctant to work on issues outside of her skill set. This limits her troubleshooting ability and limits her career progression.
- 246. Henry rarely innovates and when he does, it seems forced.
- 247. Trent fails to generate new ideas.
- 248. Jennifer seems unwilling to consider new or intriguing ideas, even when the team runs out of your run-of-the-mill ideas.
- 249. Wendy is not flexible when it comes time to generate new ideas.
- 250. Kyle actively crushes new ideas and innovations on his team.

## CUSTOMER SATISFACTION

Every employee has a *customer*. Some will argue that since they do not have an externally facing job that they don't have a customer, but most of us have at least one internal customer to service. In this section, we explore phrases you can use to document an employee's experience satisfying customers.

### POSITIVE

251. Bill takes great pride in his work.
252. Phil skillfully overcomes client objections.
253. Jim has consistently high marks on his customer satisfaction surveys.
254. Paula understands the latitude to ensure customer satisfaction and does everything necessary to retain customers.
255. Lenny is able to handle his clients well and does not have any complaints against him.
256. Tom is adept at having happy customers and successfully upselling them at the same time.
257. Teri deals with customer complaints with a calm demeanor. Teri is very good at handling difficult situations with customers.
258. Paul works with customers very well. He is very good at dealing with irate customers in a calm and rational manner.
259. Walter believes no problem is too big that cannot be solved with care and understanding. He listens to our customers and resolves their problems in an agreeable manner.
260. Trudy is a leader when it comes to customer care. She understands how the customer feels and reacts and acts appropriately. Other employees look up to Trudy for her customer service excellence.
261. Wendy handles customer service situations well and is rated well by her peers, managers, and customers.
262. Nancy is one of our most proficient customer service trainers and demonstrates this when she's working in customer care.

263. Thomas understands how to listen to customers and extract those details which make a big difference when dealing with our clients.
264. Bill is truly comfortable around customers. The way he communicates with them demonstrates this comfort and represents the company well.
265. Janet is a very effective communicator with customers and provides excellent customer service.
266. Lyle is one of our star performers in customer service. He frequently gets good ratings on customer surveys.
267. Bryan understands what our customers want and how to provide high quality customer service.
268. Paul is good at customer service and does not have any complaints registered in the past year.
269. One of the qualities we like the most about George is how well he interacts with our customers. Often, he is the face of the company and receives good marks for the quality of his service.
270. Greg understands the needs and wants of our customer base and instinctively is able to meet those needs.
271. Rachel is a good customer service representative, handles herself well on the phone, and is pleasant to work with in person.
272. Frank is firm with customers, but knows when to comp customers as required.
273. Customer service can be trained, but Trudy has a natural ability to interact with customers and connect with them in a way which cannot be trained.
274. One of the key differentiators between Maggie and her peers is Maggie's ability to understand and connect with her customers on a high level.
275. At our company, we value customer service. Manny understands this and puts it into action every day.

## NEGATIVE

276. John fails to follow up with customers as requested.

277. Bob has consistently low marks on his customer satisfaction surveys.
278. Jenny does not understand how to overcome client objections and instead gives up too early.
279. Bill has consistently shown he does not listen to his customers well.
280. Greg has not fully understood why customer service training is important and frequently is late to class and does not participate.
281. Frank does not understand how to deal with a difficult customer and too frequently passes the customer on to his supervisor.
282. In most areas of customer service Harry does a good job, but when it comes to difficult situations, Harry does not understand how to calm the customer down and follow the script.
283. Bill follows the phone scripting in a rigid and inflexible way. In today's market, we need some creativity and flexibility in dealing with customers, yet Bill does not seem to understand that.
284. Teri can handle the run of the mill customer service situation, but the more complex issues seem to cause her to freeze and not react.
285. John's average time per call is too high and needs to be reduced this year. He needs to learn how to handle customers in a more efficient manner.
286. Ryan is very good at dealing with customers on the phone, but when they come in the store, he doesn't handle one on one contact very well.
287. Peter has come a long way with his customer service, but unfortunately, there is still quite a bit he has to learn.
288. For the most part, Paul has been very good this year in the area of customer service. However, when he has failed, it's unfortunately been on big accounts. Paul needs to improve in this area this year.
289. Julia came into this year on thin ice with her customer service, yet has not improved to the level we need her at.
290. Walter is too willing to please his customers at the detriment of the company.

291. Fred has a tendency to blame straw men for all of the customer's problems. For example, when asked why he can't do something, he frequently responds "because they told me I can't." This is not a good statement for the company and Fred needs to change his use of language.
292. Tom seems to be a natural at sales, but follow up customer service is extremely weak.
293. Ryan does not understand his customers' core needs and frequently disappoints them.
294. Holly deals with customers well initially, but as the stress of a situation rises, she is quick to turn things negative.
295. Renny does not always represent the company well in front of our customers.
296. Customer service is crucial to success in our industry and Kyle is frequently lacking in this area.
297. With the background Jim came in with, we expected more in the area of customer service.
298. Jane provides satisfactory customer service, but unfortunately, in her role, it's not good enough.
299. Jennifer has a very friendly personality and isn't firm enough with customers when she needs to be.
300. Pete has a client facing role but does not embrace aspects of his job.

**DEPENDABILITY**

I'll take a dependable worker over just about anything else. Dependability is a measure of how steadfast someone is and how hard he will work for the company.

## POSITIVE

301. When we think of dependability, Jim immediately comes to mind. His reliability is unsurpassed by others and is one of his strongest assets.
302. Tim has a steadfastness in his work that we admire. He is very dependable and works without ceasing on major projects or when we have a problem.
303. Kyle is one of our hardest workers and demonstrates to us that he cares about his job, his coworkers, and the company.
304. Jennifer consistently impresses us with her willingness to do whatever it takes to get the job done.
305. Jim is a very reliable employee.
306. We depend on Greg to turn in good performance each day and he never fails to impress.
307. Ben faithfully commits to get the job done and consistently performs at or above expectations.
308. When we think of "steadfast," April comes to mind. She is a loyal and trustworthy employee.
309. When we have a situation that must get done, we turn to Harry. Harry has our trust because he's proven to us he can get the job done.
310. George is known for his dependability and willingness to do what it takes.
311. Jennifer is willing to get her hands dirty with her employees to ensure the job gets completed on time.
312. We know that if overtime is required, Walter is willing to work until the project is finished.
313. There are many times we have tasks that absolutely must be completed by a given time. In these circumstances, we know we can turn to Peter to get the task accomplished on time.

- 314. Nancy is always willing to help with a positive attitude and a willingness to do whatever it takes.
- 315. Holly is an asset to our team as we know if it needs to get completed, Holly will finish it.
- 316. Kyle is a very steady performer and gets the job done when he says it will.
- 317. Jenny is dependable and reliable. We know when we ask her to do something it will get completed.
- 318. Carey is a solid member of the team. We know when we ask him to get something done, it will be done on time.
- 319. Loyalty comes in many forms. Fred is very loyal from the perspective that he is loyal to the tasks at hand and gets the job done.
- 320. Troy is very reliable with his everyday tasks which has led us to depend on him for a number of other things, which he gets accomplished in a timely and effective manner.
- 321. Polly demonstrates responsibility in everything she does.
- 322. When the pressure is on, we know we can trust Ryan to get the job done.
- 323. Fred is very faithful in his job and accomplishes what we ask him to.
- 324. Our work is often very time sensitive and must get done; in these instances, we know we can turn to Walter and be assured that the work will be finished correctly and before the deadline.
- 325. Janet is unfailing in her ability to complete the tasks required of her.

## NEGATIVE

- 326. Bob is a very loyal guy, but not a very dependable one. “Flaky” is probably the closest word that comes to mind when thinking of Bob.
- 327. Holly is usually very steady in her work, but there have been several instances where she has been unreliable.
- 328. Jenny is reliable when it suits her. On tasks she doesn’t enjoy, she needs a steady reminder to get them accomplished.

- 329. Kenny does not demonstrate a concern for what we think of him and whether or not we believe he is up to the job.
- 330. Lenny is not a dependable employee. If we know a task must be completed, we usually pass him over and find someone else to do the task.
- 331. Peter is not reliable for his effort and does not demonstrate a willingness to do whatever it takes to get the job accomplished.
- 332. Even if we are behind on production, Holly does not show a willingness to help her employees out. Once promoted to supervisor, she has taken a hands off approach to the detriment of her team.
- 333. Unfortunately, Ryan does not ever put in overtime even if the job requires it. He is unwilling to work beyond his normally scheduled 40 hours.
- 334. In this economy, we need people who are willing to do whatever it takes to get the job done. Julia is not one of those people.
- 335. Peter's reliability is questionable. Too often, his work results are inconsistent and need to be checked too frequently.
- 336. While most of his coworkers are willing to work late to get the project finished, Kyle seems content with leaving the work for others to do.
- 337. Ida does not produce as consistent results as her coworkers do.
- 338. At times Greg is very dependable, at other times we don't know if we can count on him to get the work done.
- 339. When we know a task must get done, unfortunately, we cannot rely on Holly to do it, we must turn to someone else. Holly is a good worker, but often not reliable enough to be trusted.
- 340. Paul's work performance is unstable. We need someone in this role that is consistent and reliable and unfortunately, often this does not describe Paul.
- 341. Fred's reliability is variable: sometimes we can depend on him, sometimes we cannot.
- 342. Mandy can be trusted in the little things, but she does not consistently perform well on larger tasks.

- 343. Gregory seems to have a “fly by the seat of his pants” attitude when it comes to projects. We need steadfastness and he delivers unpredictable effort.
- 344. In our business, a steady course is essential to success. Fred is erratic in his work performance.
- 345. Jennifer is often impulsive in decision making which can lead to a variable result. We need more predictability from the work output Jennifer produces.
- 346. “Undependable” is probably too strong of a word to describe Peter, yet his work performance is not consistent enough for us to describe it any other way.
- 347. Jim is very friendly and good to work with, but he needs to work on consistency and dependability.
- 348. Ryan appears to be very fickle about what he will and won’t work on.
- 349. At times, the work produced by Tom is defective. We need more consistent results from Tom.
- 350. It’s difficult to determine the extent at which Paul is unreliable in his work performance, or if he simply doesn’t care. Either way, dependability is an area Paul must improve.

**ETHICS**

Ethics goes beyond just trustworthiness – it is how morally sound is an employee, how well she stands on principles, and how he performs both the letter and intent of the law.

## POSITIVE

351. Bob is one of the most morally sound employees I have ever met. His firm stand on principles is to be commended.
352. Jim is a very ethical employee.
353. Bill follows all company policies and sticks by the letter of the rules and the intent of the rules.
354. Holly is a very principled person and someone we can trust to do the right thing.
355. We are impressed by Greg's high morals and desire to do what's right in every situation.
356. It can be easy to be compromised in international situations, yet Paul consistently sticks to his principles.
357. Janet is consistently very ethical in all of her business dealings.
358. Peter is very trustworthy and someone we believe has good morals.
359. Ida demonstrates a high standard of ethics.
360. Frank is consistent in his ethics and values.
361. Ken is a trustworthy employee who follows the rules very strictly.
362. We appreciate how Tim holds his team to a high moral standard.
363. Bryan is not only trustworthy, but has high ideals for how he wants those around him to behave.
364. Edward is well respected by his peers for his principled stand on many topics.
365. Hank is someone we expect a lot out of and he consistently delivers. His daily work ethic is a standard which others should follow.

- 366. John is very good at understanding his fiduciary responsibility to the company.
- 367. Peter understands his role as a stakeholder and holds this in high importance in his every day work.
- 368. Ryan keeps the right amount of emphasis on ethics with his team.
- 369. Greg understands that managing a company isn't just about profit maximization, but also about the social responsibility of running a firm this size.
- 370. Jim keeps a good balance between profit maximization and social responsibility.
- 371. Harry's outreaches in the local community provide a good example of how a company can do well in the area it resides.
- 372. Sally's moral convictions are on display in everything she does.
- 373. Jim provides a good example for his coworkers.
- 374. Janet keeps a good balance of employee relations and productivity.
- 375. Lenny is known for his good treatment of employees and customers.

## NEGATIVE

- 376. I am surprised sometimes by the attitudes of certain people when it comes to principles and with Harry, he does sometime surprise me. We expect a steady level of ethical principles and Harry occasionally dips below it.
- 377. Tom needs to be occasionally corrected for his association with certain types of people.
- 378. On occasion, Paula has made misleading statements that have needed to be corrected.
- 379. Though Peter strives to avoid unsavory practices, some of the actions he's taken can be seen as bending the rules.
- 380. Ted's values are not consistent with the expectations of the company's ethics policy.

381. Paula has betrayed our trust on a number of occasions.
382. Ethics in business dealings internationally must be carefully considered and Bill is often too loose with managing his employees in this area.
383. Ryan does not always demonstrate consistent professional ethics.
384. We've had some accusations from customers that Bill has lied in certain dealings and this is a trend that cannot continue.
385. High values is something we expect from someone in Holly's role and some of her actions have made us question her values.
386. Though George meets the letter of the law as far as our ethics policy is concerned, he frequently doesn't meet the intent of the law.
387. Jennifer bends the rules to meet her own needs without thinking about the effects on her team.
388. Bending the rules is effectively breaking them in our line of work. Nancy needs to be more cautious about sticking strictly to the rules as defined.
389. Unethical business practices stem from an undisciplined business environment and currently Fred's team is very undisciplined. Though this has not led to outright ethical problems, it may in the future.
390. Ken's marketing team has produced some very good advertising lately, but some of it doesn't promote the family friendly environment we are trying to instill at our company.
391. Bryan needs to be more cautious with the emails he sends as they have a tendency to bend the truth on some occasions.
392. Walter should treat his coworkers with more respect.
393. Vic occasionally uses company resources for personal use. This should stop immediately.
394. Lilly closes a lot of sales deals making promises she knows cannot be kept.

395. A lesson that Harry needs to learn is to understand that his coworkers have different moral values than he does and the frequent jokes and stories must stop.
396. Charles must hold his team to a higher standard this year. The frequent partying on company trips must stop.
397. Emily should stop putting so much pressure on her team that they cut corners to achieve her demanding goals.
398. In our view, concealment of information is lying and Jimmy needs to be more forthright in his information.
399. The integrity of our brand will not be diminished by continued cost cutting in manufacturing. To make budget, Charles has cut too many corners.
400. Victor's team is the most profitable in the company, but continuing to cover up the problems one of his employees is causing is a detriment to our company.

## GOAL AND OBJECTIVE SETTING

Setting a goal and then achieving it sets excellent employees apart from good employees. This can be a struggle for a lot of people – how do I set a goal, the objectives to achieve the goal, and then actually achieve what I set out to do? In this section, we'll explore phrases related to goal and objective setting.

### POSITIVE

401. Jim always meets predetermined targets and deadlines.
402. Jill can be counted on to overcome obstacles to meet goals.
403. Kevin adapts to change as necessary.
404. Fred is a consistent performer who always strives to do his best.
405. Emma is personally accountable for her actions.
406. Harry's work completion is consistently high.
407. Joe goes about his work with intent. You can tell he knows what he is trying to accomplish and how to get it done.
408. George sets goals for his team that are attainable, yet helps stretch them to achieve more.
409. Ida has set clear goals which are specific, measurable, attainable, relevant, and time-constrained.
410. Jim regularly reviews annual goals with staff members and holds them accountable to results.
411. Ben sets aggressive goals for his team and then manages them to achieve the goals.
412. Holly has a high standard for performance and challenges her team to meet it.
413. Bill understands the performance-driven nature of the business and meets the objectives we have outlined for him.
414. John is good at understanding a goal and performing the steps necessary to achieve it.

- 415. Brian establishes clear objectives to be met and then defines what must be achieved to meet them.
- 416. Ben is very good at setting a target to reach for his team to contribute to company goals.
- 417. Tom creates opportunities for others to contribute to the team's goals.
- 418. Pete creates stretch goals and then strives to achieve them.
- 419. Lyle is good at holding himself accountable to achieve goals.
- 420. Ben is excellent at holding his team accountable to their goals and objectives.
- 421. Trudy holds her team accountable for their responsibilities and deadlines.
- 422. Victor sets realistic deadlines and then holds himself accountable to them.
- 423. Walt regularly reviews his goals and makes sure he is on target to meet them.
- 424. Jennifer establishes solid performance standards for herself and her team.
- 425. Bernard starts each project with the end in mind.

## NEGATIVE

- 426. Tim is too focused on the short term and does not plan for the long term.
- 427. Paul is very negative about the performance review and goal planning sessions. He should focus on the positive outcomes of this time.
- 428. Lyle shows little desire for ambition which affects his mobility in this company.
- 429. Greg often focuses on the wrong things which leads to missing his goals.
- 430. Ted's work is consistently poor.
- 431. Jennifer sets the targets for her team far too high to be reasonably met.
- 432. Bob needs to start projects with the end in mind. The projects have a tendency to go on without an end.

433. When Ty runs into an obstacle, he has a tendency to just stop without looking for a way around to meet his goals.
434. Jennifer is not consistent in her work product.
435. Ryan does not keep up to date with his goals.
436. Fred sets vague goals which are difficult to meet.
437. Paul pressures his team to regularly exceed objectives.
438. Brian sets team goals without input from his own team.
439. Victoria does not delegate tasks well to her team causing her team to regularly miss objectives.
440. Work we receive from Thomas often appears to be rushed to meet deadlines without proper review.
441. Carole regularly ignores the goal planning sessions and doesn't take the performance planning process seriously.
442. Janet does not regularly communicate status updates to her management team.
443. Jim makes too many excuses for missed goals and objectives.
444. Joan thinks goal planning is a once a year occurrence and doesn't track on-going goals.
445. Paula does not support the stretch goals her team creates and instead tries to keep simple goals so she can make sure her team always gets a bonus.
446. Kate is inconsistent in setting good objectives and achieving them.
447. David doesn't set goals regularly. His work performance has suffered due to lack of proper planning.
448. Wiley does not communicate well in advance of a delay or project failure.
449. Jack does not track metrics which would be helpful to see if he is on track to meet his goals.

- 450. John needs to be as specific as possible when providing direction to his staff.

**INITIATIVE**

Someone can demonstrate initiative by having a willingness to follow through on a task energetically. Often, taking the first step towards something is the hardest thing to do. How many times have you decided to start exercising, just to fail to take the first step toward your goal? It's difficult to have initiative in all things, but employees that do take initiative help find broken processes, reduce expenses, and increase productivity.

## POSITIVE

- 451. Jim sees when something needs to be done and does it.
- 452. Harry always seeks out help when it is required.
- 453. Holly demonstrates a "self starter" attitude.
- 454. Bill makes practicable, workable suggestions for improvements.
- 455. Greg is committed to self-improvement.
- 456. Whenever new projects arise, Paul is always at the front of the line asking for additional responsibility.
- 457. Janet demonstrates ingenuity in her day to day work.
- 458. Kevin is a very resourceful employee who finds a way to get the job done.
- 459. When we have a difficult problem, Kyle is very inventive with potential solutions.
- 460. Robert doesn't stop working if there's a problem – he is always the last one to leave.
- 461. William seeks out new tasks and projects.
- 462. Bill is one of the first to step forward whenever we ask for volunteers to perform a new task.
- 463. Jenni's "can do" attitude is a strong encouragement for those around her.
- 464. When handed a new project, Larry finds a way to get it done.
- 465. Problems often arise in our work environment and David consistently steps up to the plate to take them on and find the right solution.

- 466. Pam is willing to take on additional responsibility to help in times of heavy workload.
- 467. New initiatives can be difficult to deliver by Jim frequently will take on a new assignment and deliver it.
- 468. Michael finds new challenges rewarding and will take on a new assignment.
- 469. Wendy manages to find time in her schedule to take on new tasks.
- 470. Dwight takes on new endeavors and handles them professionally.
- 471. Jack sees new opportunity in areas others don't. His willingness to put himself on the line has resulted in great benefits to our company.
- 472. Mandy looks at a process and instinctively knows where to cut waste and improve it.
- 473. Ryan helps employees out to smooth the workload on the team.
- 474. Rachel is an enterprising employee and consistently handles new assignments with ease.
- 475. When we are experiencing a problem with one of our customers, Tim will often take the initiative to find a solution which satisfies both the company and the customer.

## NEGATIVE

- 476. Greg lacks the confidence to try new things.
- 477. Bryan often has a problem seeing the forest through the trees. He doesn't understand the big picture and gets discouraged easily.
- 478. Tanya is not willing to work the hours sometime necessary to get the job done.
- 479. Thomas has a "this is how we've always done it" attitude.
- 480. Bob lacks confidence to make changes that are necessary.
- 481. Julie does not take advantage of new opportunities.

482. Over the past several months, we've provided Jim with a number of opportunities to get out of his shell and take on new tasks. Unfortunately, Jim has not met the challenge head on.
483. Whenever we ask for volunteers, Anna does not step forward.
484. Holly is always scheming to get out of additional work.
485. Fred is often negative with his team members when they take initiative.
486. We find Bill to be a pretty resourceful guy, but getting him out of shell to take initiative is difficult.
487. Bud takes on new tasks, but he often doesn't finish them in a timely manner.
488. Kristen is slow to respond when we ask for additional work or time.
489. We often have to cajole Ted into taking initiative.
490. Jim does not demonstrate much originality when given a problem and has a hard time thinking outside the box.
491. Frank does not handle new assignments very well.
492. Shawn can handle routine tasks well but when we ask him to work on assignments outside his normal routine, he has a hard time with it.
493. Bill seems content working on tasks he sees every day, yet he doesn't want to learn new ones or take on additional work.
494. Nancy works well with a standard schedule or routine; when curve balls are thrown at her, she doesn't know how to respond.
495. When we have a major problem, Kevin often disappears.
496. Jamie is good at working on tasks he's familiar with but when presented new opportunities, he frequently declines to work on them.
497. Adam understands how to work on projects which are underway, but struggles to work on the initiation phase of a project.
498. Keri seems to be fearful taking on new projects and initiatives.

- 499. Ryan does not manage his time well which results in very little time to take on new tasks.
- 500. Jenny resists taking on new tasks and assignments.

**INTERPERSONAL SKILLS**

Interpersonal skills is a measurement of how well the employee relates to others he works with. Having employees that get along well with one another will make your life *much* easier as a manager. In this section, we will offer suggestions for how you can discuss your employees' interpersonal skills.

## POSITIVE

501. Ben has a natural rapport with people and does very well at communicating with others.
502. Jane seems to find it easy to connect with others and relate well with them.
503. Bob relates well with people and makes them feel valued.
504. Sally has a knack for making people feel important when she speaks with them. This translates into great opportunities for teamwork and connections to form.
505. Jack makes people feel at home with him. His natural ability to work with people is a great asset to our team.
506. Bill handles himself and the relationships with his coworkers very well.
507. Kevin can quickly build a positive relationship with people and understands how to relate with them.
508. Peter's uncanny ability to connect with people is a great personality attribute in his role as a manager.
509. Holly is able to create a sustain a positive, professional relationship with her coworkers, direct reports, and management team.
510. Tim is a positive influence to those around him and inspires them to work harder.
511. Bill has a nice understanding of how to relate to people and make them comfortable.
512. Greg seemingly can strike up a conversation with anybody. He has a gift in relating to people around him.
513. Harry can find a point of connection with just about anyone.

- 514. Pete is a nice and affable guy who works well with others.
- 515. In a hard paced environment, Ryan’s ability to connect with people and motivate them to do a great job demonstrates why we appreciate him.
- 516. Jim works well with others and they always have a nice thing to say about him.
- 517. Mary receives high marks from coworkers for her positive attitude and willingness to listen.
- 518. Thomas has built strong working relationships with his coworkers.
- 519. Though Ted is quiet, he works well with others and his coworkers have a positive opinion of him.
- 520. Fred can be very boisterous at times, but his working relationship with his team is positive.
- 521. Peter is a very gracious person and works well with others.
- 522. Ryan is an even keel on the team and provides stability to the work environment.
- 523. Holly is very responsive to her team mates and lends a hand when required.
- 524. Joe is an affable guy; his team appreciates his personality.
- 525. Though at time Joyce may seem reserved, her even personality helps stabilize the team.

NEGATIVE

- 526. James is a quiet individual who keeps to himself. Normally, this isn’t a problem – except when you’re managing employees. James takes it to an extreme and does a poor job communicating adequately with his employees.
- 527. Greg has not built very good relationships with his co-workers.
- 528. Tim does not understand how crucial good working relationships with fellow team members are.

- 529. Bob does not grasp the intricacies of managing relationships.
- 530. John is an affable fellow, yet his strong personality turns off people around him.
- 531. George does not work well with others.
- 532. Peter has a very strong personality and this has caused a rift on our team.
- 533. John has an excellent impression among the management team, yet his fellow team members cannot stand working with him.
- 534. Julie is brisk with her directions and crude with her feedback.
- 535. Tyler does not appreciate how happy team members can affect his own job performance and continually upsets those around him.
- 536. Ryan has left a wake of bad relationships in his career path.
- 537. Paula seems to shrink when she's around others and does not cultivate good relations with her co-workers.
- 538. Tim does not understand the difference between "friend" and "coworker" and only wants to focus any energy on friendships and not building good working relationships.
- 539. Fred should continue to work on cultivating good relationships with those around him.
- 540. Ken works well with members of his own team, yet he has an "us" against "them" mentality when it comes to others within the company.
- 541. Many of Harry's coworkers see him as unapproachable.
- 542. Frank gives off an impression of superiority to those around him.
- 543. Jack is a sociable guy and often this results in poor productivity.
- 544. In his role, Bill's reserved personality is not always a good fit.
- 545. Generally, Linda is a pleasant and gracious person, but her anger outbursts need to be controlled.

- 546. Paul has a tendency to always want to “one up” his coworkers which drives a wedge in between him and his team.
- 547. Sean’s personality is not very strong and in a sales role, he has been “steamrolled” a number of times by pushy clients.
- 548. Bill needs to improve his ability to relate to those around him. He has a tendency to come off as aloof.
- 549. Maggie does not understand how to separate her work and personal life and her coworkers frequently find the conversations she starts uncomfortable.
- 550. Willie focuses all of his energy and conversations on work and at times needs to loosen up a bit.

**JOB KNOWLEDGE**

How well does your employee understand her job? You can review how an employee comprehends her role and performs her job responsibilities in the job knowledge section of a performance evaluation.

## POSITIVE

- 551. Holly shows good judgment when handling routine problems.
- 552. Greg recognizes deficiencies and seeks help when appropriate.
- 553. Jim demonstrates his job knowledge on a daily basis.
- 554. Chris is very knowledgeable at his day to day tasks.
- 555. Harry understands the company processes and how to follow them with precision.
- 556. Greg is a technical person by nature and understands how to apply technology in our work environment.
- 557. Bill takes advantage of on-the-job training opportunities.
- 558. Matthew is adept at understanding how to apply training to his daily work.
- 559. Sally is focused on continuous improvement in her career.
- 560. Justin understands what is expected of him and performs his job well.
- 561. Brian comprehends the technical aspects of his role.
- 562. George is very good at documenting standard processes that can be then followed by other members of the team.
- 563. Amanda is excellent at documenting and explaining her role with the company.
- 564. Ollie has both an in-depth knowledge of how to do his job and a willingness to invest time into his co-workers.
- 565. Paula is good at digesting and communicating job knowledge to her direct reports.

- 566. Wendy maintains a team of people who each have an in-depth knowledge of the work they need to do.
- 567. Jon is great at cross training his team so each person has a backup.
- 568. Phil keeps up to date on industry trends.
- 569. Carla has recently switched careers and yet we find she is up to date with her new job much faster than we expected.
- 570. It's a pleasure to have Paul on our team. His extensive knowledge of our systems keeps the team running at high performance.
- 571. Walter is good at learning and applying knowledge in his role.
- 572. Trudy introduces new ideas into the environment based on her in-depth knowledge of how we do business.
- 573. Ty keeps his team trained and up to date on new technology.
- 574. Nancy regularly reviews her work and learns from her own mistakes.
- 575. We rely on Paul to provide regular training on new techniques.

## NEGATIVE

- 576. Doug has a tendency to produce subpar work and should improve his job knowledge to improve his work product.
- 577. Bill fully understands the job and tasks, but does not document them for other employees to follow.
- 578. Likely, Kyle has the most institutional knowledge of anyone, yet does not share his knowledge with his coworkers.
- 579. Peter doesn't grasp the finer details of his role.
- 580. Lenny has a very technical role with our company but doesn't fulfill all of the company specific requirements we desire.
- 581. Jim needs to keep more up to date on industry trends.
- 582. Penny doesn't take on-the-job training seriously.

- 583. Jennifer has a “this is how we did it at my last company” attitude about much of what we do.
- 584. Bernard has been given a number of opportunities to learn in-depth knowledge about how to do his job better and yet we do not see much improvement from him.
- 585. Jim has a lot of in-depth company knowledge which he fails to share with his direct reports.
- 586. Ida has been with the company for some time but is slow to adjust to new technologies and business processes.
- 587. John seems to have only a superficial knowledge of his tasks and objectives.
- 588. Jackie often asks the same questions repeatedly.
- 589. Kevin is well educated, but doesn’t understand the specifics of this company.
- 590. We’ve provided a number of opportunities for Lyle to focus on process improvement and yet we’ve seen little return from it.
- 591. Jack performs the documented processes, but doesn’t understand *why* he’s doing what he’s doing.
- 592. Tim doesn’t grasp the intricacies of his job despite is length on the job.
- 593. Heather does well on the day to day tasks but struggles with the political pressures inside the firm.
- 594. Ryan seems robotic in his execution of specific job duties, it doesn’t yet come naturally to him.
- 595. In a technical role, it is expected that Kevin understand technology. However, Kevin must also related well with internal customers – he is currently failing in this respect.
- 596. Ben is able to work proficiently in some of his work processes but resists learning the ones he struggles with.

- 597. Knowledge does not entail just memorizing how to do tasks, but completely understanding *why* we do things. Jane is not yet knowledgeable about her job.
- 598. Jeff struggles to understand the basics of his job.
- 599. Kyle needs direction to accomplish even the basic of tasks.
- 600. Amanda is a good role player, but is struggling to manage others due to her lack of knowledge about much of her team's work.

**LEADERSHIP**

Not all employees manage staff, but all employees can demonstrate leadership in their job. A leader often finds himself in that role because of how well respected he is or how well he influences people around him. In this section, we'll explore ways you can describe your employee's leadership skills.

## POSITIVE

601. Bob leads by example.
602. Tim is really good at guiding people through the maze that is our organization.
603. Kyle is able to set a direction for his group and navigate the right course.
604. Jim is a good example of someone who goes beyond just managing his people to providing leadership.
605. Jack provides daily guidance to his staff which focuses on achieving organizational goals.
606. Bill doesn't have to command respect from his employees, Bill has earned respect.
607. There are two types of leaders: sage on the stage and guide by your side. Jane is truly a "guide by your side" as she moves along with people to achieve their goals and ultimately the company's goals.
608. Eve understands how to take daily tasks and motivate employees to meet a long term goal.
609. The employees in George's organization look up to him as a leader.
610. Customer service can be a difficult organization to lead, yet Peter doesn't just manage them to success, he leads them to meet objectives.
611. Richard understands people and different ways to motivate them to get the job done.
612. Leadership is often about the intangibles and is hard to measure. Leadership is one of those things where you know it when you see it and Jack definitely as *it*.

- 613. Peter is an excellent coach and regularly receives maximum performance from his direct reports.
- 614. Frank understands that good leaders improve themselves through study, training, and experience and is willing to commit the hours necessary for these pursuits.
- 615. Hank is very good at influencing those around him.
- 616. Though Julia is an introverted person, she's learned to use this as a strength when leading her team.
- 617. Kyle communicates well with his team and his managers so everyone is fully informed before a problem arises.
- 618. Jim has an honest understanding of his skills and leads people in an authentic way.
- 619. Though Bob is not a manager, he does set an example as a leader at our company.
- 620. Hector understands the different attributes of leadership and how to apply them with different types of employees.
- 621. Employees working for Hugh *want* to achieve great things, not just work for a living.
- 622. Paul has an honorable character and a self-less attitude about serving the needs of his employees and the organization.
- 623. The people that work with Frank have a lot of respect and trust for him.
- 624. Jim is comfortable using the full capabilities of his organization to achieve something that individuals could not achieve alone.
- 625. Ben is able to delegate well to his employees, trust they will take responsibility, and motivate them to respond.

## NEGATIVE

- 626. Kevin should work on his active listening skills over the next year by taking a leadership course.

- 627. In Jack's role, he needs to focus on big picture items, yet he continues to micromanage his staff.
- 628. Fred is so focused on the day to day tasks that he loses the big picture.
- 629. Jim holds information so tightly that he can't build a successful team.
- 630. Ryan finds it difficult to delegate tasks which makes the team's achievements entirely reliant on him.
- 631. Trust is something Bob doesn't part with easily, to the point that his employees are not able to get much accomplished.
- 632. The employees working in Walt's organization do not hold a lot of respect for him.
- 633. Pete is a capable manager, but he doesn't influence people like a leader does.
- 634. Dave believes he is a leader, but his employees believe otherwise.
- 635. Francis is a very introverted person and this is conflicting with our desire to build a leader out of him.
- 636. Juliette focuses on the big goals without leading employees through the daily assignments.
- 637. Part of leadership is continuous improvement and unfortunately Ryan does not take advantage of the training and educational support we've offered.
- 638. Bill is not able to influence people to get the job done.
- 639. Noah is a friendly person, capable at his job, but he lacks leadership skills at this time.
- 640. Bernie is a good and capable employee, but at this time, he has great lengths to go to be considered a leader among his peers.
- 641. We've encouraged Paul to take an active role on his team to shore up his leadership skills, but his teammates find his efforts to be lacking.

- 642. There have been several occasions where we've witnessed Heather talk down to fellow employees. Occasions like this reduce the chance she will develop into a leader.
- 643. Bob comes to us very well credentialed and educated, yet his lack of leadership skills is holding him back.
- 644. Robert doesn't challenge his people to get better.
- 645. Justine defines a vision for where her organization is going, but struggles to influence people to her vision.
- 646. Sally has a difficult time establishing goals and objectives for her team.
- 647. Trudy struggles to provide direction to her team.
- 648. Due to a lack of job knowledge, Tom has a difficult time providing direction and implementing measures across his team.
- 649. At times, we believe John doesn't know how to use the full capabilities of his organization.
- 650. Frank can provide direction, goals, and objectives to his team, but has a hard time motivating them to achieve them.

**LISTENING SKILLS**

It is often said, “God gives us two ears and one mouth, we should probably use them in that proportion.” A good listener understands both verbal and physical communication and has learned how to be an *active listener*.

## POSITIVE

651. Walter is a focused, active listener. He is very adept at focusing on a speaker and providing the necessary feedback. You know you are being “listened to” when you speak with Walter.
652. Jim has mastered the art of active and focused listening.
653. We appreciate how Matt listens to his employees and allows them to finish before speaking.
654. Harry actively elicits feedback from his customers and works to resolve their problems.
655. Jim has improved his listening skills significantly over the past year. He now demonstrates a sincere interest in others and listens fully before responding.
656. Holly always follows instructions accurately and timely.
657. Paul listens, comprehends, and asks the right questions when given direction.
658. In a customer service role, listening is a key attribute of any team member, Bob is very good at listening to his customers.
659. Jon understands and repeats back when you speak with him.
660. When he is talking with someone, Jack uses open ended questions to probe further into the conversation.
661. When speaking with someone David listens, comprehends, and evaluates the conversation.
662. Part of listening is figuring out what is said and what is unsaid, Angela is very good at determining what is unsaid in a conversation.

- 663. Listening is both hearing the words someone is saying and analyzing body language. Greg is very good at both aspects of listening.
- 664. There are someone people you could define as *active listeners* and Jim is one of those people.
- 665. When you speak with Todd, you can tell he is listening to you by the way he responds both physically and verbally during the conversation.
- 666. Travis listens carefully when you speak with him.
- 667. When speaking with customers, Robert is able to listen and probe to discover the root of the customer's problem.
- 668. Ron is very good at listening and conversing with people.
- 669. Pete understands conversation dynamics, how to read people, and how to intelligently decipher what they are trying to say.
- 670. Keith makes eye contact when communicating and shows people he is listening.
- 671. Brad understands the difference between being an active and passive listener.
- 672. Wendy provides active feedback while conversing with people to demonstrate she is listening.
- 673. Ryan allows speakers to finish before talking.
- 674. Trudy responds appropriately to customers during conversations.
- 675. Chris is deliberate in how he listens and reacts to people.

## NEGATIVE

- 676. Jim does not always pay attention when people are speaking and has a tendency to "drift off" or "check out."
- 677. Yoli is not a good listener. She seems to always be thinking about what she is going to say next and does not provide active feedback to the person speaking.

678. Greg seems to have a natural gift for speaking, yet does not understand that he needs to listen to people speaking with him. Unfortunately, this results in many misunderstandings that could have been avoided.
679. Brenda snoops around her co-workers too much.
680. Kyle blames others around him for communication problems.
681. Jon can seem very distracted when you speak with him.
682. Instead of listening well, Paul brushes off the conversation and instead demands things from his team members.
683. When speaking with Paula, it often feels like you're being interrogated.
684. In a problem situation, Fred has a tendency to scold instead of listening, empathizing, and coaching others.
685. When confronted in a difficult situation, instead of communicating, Ben withdraws and is unresponsive.
686. Peter finds it hard to dialogue with someone without jumping ahead in the conversation or making assumptions about what someone is trying to say.
687. When talking with Jackie, you can tell her mind is often elsewhere and she's only interested in her half of the conversation.
688. When in conversation with Fred, he has a tendency to try to do all the talking.
689. We've noticed several occasions where Bob is talking with someone and they both try to talk over each other.
690. When talking with John, he has a tendency to interrupt you while speaking.
691. Fred seems to be a passive listener during conversations.
692. Paul focuses on minor parts of a conversation while ignoring the main ideas.
693. Jim's body languages shows he is not actively listening during discussions.
694. Bryan seems intently focus on what he is saying without considering what other people say.

- 695. When you speak with Todd, he seems distant and removed from the conversation.
- 696. Nina does not seem self aware during discussions.
- 697. Fran is too quick to offer solutions before listening to the entire problem.
- 698. In a technical support role, it's very important to listen to the customer. Troy does not always listen to customers well.
- 699. Gary appears to be listening during conversations but when it comes time to respond, you can tell he was thinking about something else.
- 700. Bryan is inconsistent in his active listening skills.

## MANAGERIAL STYLE

There are different types of managers and each one has her own style. In this section, we'll explore ways to describe managers – those individuals that manage staff members.

### POSITIVE

701. Kevin is the consummate professional and manages his staff with apparent ease. His direct reports frequently mention how much they enjoy working for Kevin.
702. Jennifer supervises her staff quite well. We are frequently impressed with the raw numbers coming from her group, but we are excited about the qualitative aspects of her management skills. These attributes will carry her far.
703. Bob is very professional with his employees and manages them well.
704. Fred has a difficult situation with the team he manages, yet he has turned them around in excellent fashion.
705. Paul's team performs well and all speak highly of him.
706. Tim is a high performer and leads a team of high performers. His leadership has contributed to very high productivity from this department.
707. If John were a coach, he would be considered a "player's coach." He understands his team and how to motivate them to high performance.
708. Ryan is a very effective manager.
709. Walter manages his team well and receives good performance from them.
710. Peter is an effective manager and understands how to supervise his employees to meet expectations.
711. Though Mandy had a rough start, she ended the year well with her team turning in the best performance of all the groups.
712. Greg is in a difficult situation: he inherited a team that frankly was a mess. In short order, he turned the team around to one of our best performers.
713. Terry has received good feedback from his team and his managers.

- 714. Thomas is very adept at managing difficult employees and turning their energies towards higher performance.
- 715. In Fred's group, he at times has to act as counselor, friend, and boss. He is able to manage all three roles to effectively manage his team.
- 716. Kyle sets a good example for his employees.
- 717. Bill is uses the full capabilities of his staff to achieve a high level of success.
- 718. Greg encourages his staff to take calculated risks and then manages them to achieve more than they expected.
- 719. Jim has the welfare of his employees and a responsibility to the company in mind when he makes decisions.
- 720. Kevyn is well respected by his peers and admired by his employees.
- 721. Justin understands that trust is something earned and he has secured it from his staff.
- 722. We consistently assign some of the most difficult projects to Peter and his team and he consistently manages them well.
- 723. Victor supervises his staff in a consistent and even keeled way.
- 724. Justine manages her team to consistent high performance.
- 725. Franklin directs his team to complete the tasks at hand while working towards division goals.

## NEGATIVE

- 726. Bill does not cope very well with managing employees. His employees consistently complain of unreasonable expectations and we tend to agree. Bill needs to improve his acceptance of a reasonable work-personal life balance.
- 727. Kyle is an adequate supervisor, but does not excel in this area. He does not always relate well with his employees and this shows in the group's work effort.

728. Bryan has not made the transition from co-worker to manager very well. He has a difficult time separating his personal relationships with professional ones.
729. Paul does not understand how to set team goals and manage his team to achieve them. He seems to always be in “survival mode” without focusing on the goals necessary to move his team forward.
730. Harry understands how to manage personalities similar to his, but has not worked very hard managing other types of personalities on his team. He is coping with being a manager, but survival isn’t the goal: excellence is. Harry needs to better understand personality types and how they interrelate.
731. Tom is a decent task manager, but falls short when it comes to setting a vision.
732. We’ve experienced a few issues with Bill in a leadership position with the team that must be resolved. These issues could be detrimental to the performance of the department and should be the focus of the next few months.
733. Harry understands how to handle difficult employees and manage a high maintenance staff, yet we continue to have above average turnover on his team. This year, we need to focus on what issues are causing such high turnover.
734. Holly is not very effective at managing her staff to high performance.
735. Jim is a good supervisor, but has failed at managing his staff to high productivity.
736. Paul does not understand the intricacies of managing a high performance team and has yet to perform.
737. Julie was a great individual performer but so far has not proven she is a good manager.
738. Bill has a tendency to play favorites and not treat all employees fairly.
739. In a team environment, Peter’s hard handed managerial style can be detrimental to team dynamics.

- 740. Holly has been provided opportunity to manage several projects this year and has struggle to complete them.
- 741. Kyle harms employee motivation with his angry outbursts.
- 742. Ben is too lax in his management style and doesn't provide the right kind of motivation to get the job done.
- 743. Peter spends too much time focused on vision when his role is to manage the staff to get tasks accomplished.
- 744. Keith plays favorites with some staff members to the detriment of team performance.
- 745. As a former member of the team and now its manager, Justine must let go of her old relationships and move forward to effectively manage the group.
- 746. Fred comes from a very command oriented work environment and has struggled to manage his team in this very dynamic and fluid environment.
- 747. Carole needs to work on being more direct and specific in delegating tasks to make sure they are completed right the first time assigned.
- 748. Chris is a very laid back person and this has resulted in a laid back atmosphere on his team, damaging overall performance.
- 749. Brian surrounds himself with people just like him and has not hired people with a more well balanced team in mind.
- 750. Walter likes to hire people who are "yes" men and does not take challenges well – even if the employee is right.

**PROBLEM SOLVING SKILLS**

No one enjoys a problem, but some people are very adept at solving them. Being a proficient problem solver can make someone a valuable employee. You'll learn some great ways to describe those that can solve problems – and those that can't – in this section.

## POSITIVE

- 751. Wendy analyzes decisions before implementing them.
- 752. Greg's investigative skills has provided a key resource for a team focused on solving glitches. His ability to quickly assess a problem and identify potential solutions is key to his excellent performance.
- 753. Frank examines a problem and quickly identifies potential solutions – and then makes a recommendation as to what solution to pursue.
- 754. Heather has excellent research skills and can assimilate the material and provide recommendations when a problem occurs.
- 755. Ted can break down a problem into smaller components to analyze the entire issue in an efficient manner.
- 756. Jane seeks out opinions when solving a problem and discovers the right options to fix the issue.
- 757. Rachel understands the testing process and how to discover a solution to a particular problem.
- 758. Brian is one of the more technical employees we have on staff and can quickly analyze a situation and discover practical solutions.
- 759. When in a predicament, Walter finds a way to get the problem solved.
- 760. I don't know if you could describe any of our problems as conundrums, but some of them have been very difficult to solve. When we experience an obstacle of this nature, we turn to Jack because we know he can find the right solution.
- 761. Bill is good at discovering potential solutions for problems.

- 762. Lenny seems to enjoy solving puzzles and in this work environment, that is an asset.
- 763. Marnie takes on some of the trickiest issues we have and solves in them in a timely and professional manner.
- 764. Unfortunately, we will always have glitches in our systems. Fortunately, we have Angela here to help solve them.
- 765. In some teams, problems evolve into major setbacks. Fred works hard to ensure this doesn't happen and a solution is found.
- 766. We appreciate how Ted can quickly analyze a problem before it turns into a crisis.
- 767. Some of the systems we have can be very problematic and yet Tom manages his team to find workaround and solutions.
- 768. Sam is very proficient at seeing solutions through the distractions of every day problems.
- 769. Though problem solving may not be in Tommy's job description, he is very good at it.
- 770. Jane has a natural ability to find a solution to even the most difficult of problems.
- 771. Franklin is a first class problem solver.
- 772. Problems are a too frequent occurrence and Jennifer is a first-rate problem solver.
- 773. When analyzing a problem, Jim understands how to dissect it, discover the core issues, develop potential solutions, test the solutions, and make a solid recommendation.
- 774. Marianne can unravel even the most difficult problems to find potential solutions.
- 775. Billy discovers ideas even in the smallest things to reduce the number of issues we experience.

NEGATIVE

- 776. John needs to expand his analytical skills to help identify core issues and suggest appropriate responses.
- 777. Lenny is good at identifying a problem, but he falls short when it comes time to suggest potential solutions. While others may be able to come up with a couple of options, Lenny seems stuck on the problem itself without being able to discover potential resolutions.
- 778. Fran often gets stuck at points during problem solving.
- 779. Joan is poor at communicating problem status before it becomes a crisis.
- 780. Bill can offer up potential solutions to a problem, but struggles to identify the best solution.
- 781. Greg doesn't test before implementing potential solutions.
- 782. Unraveling a problem to discuss the core issues is a skill Janet lacks.
- 783. Peter resists further training in problem solving, believing he is proficient, yet lacking in many areas.
- 784. In his technical role, we turn to James often to solve problems. He seems slow and indecisive when presented with a major issue.
- 785. We expect Nancy to get to the bottom of problems and yet find ourselves waiting for a solution which never comes.
- 786. When compared to other technical resources, David comes up short in the area of problem solving.
- 787. Victor struggles to develop solid recommendations when an issue arises.
- 788. Mandy strives to be a good problem solver, but continues to struggle in this area.
- 789. Wendy can describe a problem but does not understand how to find a solution.
- 790. Ryan is very good at performing tasks, but is not proficient at analyzing problems and creating solutions.

- 791. Resolving problems is a key part of his role, yet Greg struggles with this aspect of his position.
- 792. We hired Fred expecting a great troubleshooter, but we've found these skills lacking.
- 793. Sarah is good at testing potential solutions but does not understand how to *create* new solutions.
- 794. Ben is mediocre at developing solutions for problems.
- 795. Brent identifies a number of potential solutions to a problem but then has a difficult time narrowing them down to a handful of likely solutions.
- 796. Problem solving is part art, part science, Kyle seems to understand the steps necessary to solve a problem but lacks the creative thinking the art side requires.
- 797. Not every problem is in our knowledgebase and we need Jim to start thinking outside the documentation and help discover new issues and resolutions.
- 798. There have been a number of opportunities for Frank to be promoted into a higher customer service support role, but troubleshooting skills are holding him back.
- 799. Part of solving problems is convincing others that your potential solutions are correct. Christopher lacks the confidence to convince others he is right.
- 800. Dave has book knowledge of certain situations, but lacks practical experience solving problems.

**PRODUCTIVITY**

How well does your employee get the job done? Is he timely, efficient, and consistent with his work? Are there areas he could improve to get more work done? In this section, we're exploring ways to describe an employee's productivity.

## POSITIVE

801. Ben has made productivity a focal point of his management efforts this year and it's paid off. His concentration and focus on productivity has seen tremendous improvements in our numbers.
802. Bryan schedules his tasks to keep a high level of productivity.
803. Wendy completes tasks in a timely and efficient manner.
804. Holly's production output is regularly near the top of all employees.
805. In a given week, Jim lays out the tasks before him and completes them in an efficient manner.
806. Janet manages her team to consistently high performance.
807. Ryan understands how to motivate people to perform and has met goals for his team all year.
808. Sally defines objectives which stretch her team and yet they consistently meet them.
809. Getting the job done is part of a great work environment. Another part is demonstrating that we care. Peter strikes the right balance between the two and consistently delivers high performance from his department.
810. Phyllis sets goals for herself and uses those to be motivated to get the job done.
811. Gary sets the right tone with his team to motivate them to accomplish great things.
812. Though project management is not his strongest trait, Jim consistently delivers projects well.
813. Nicole delivers a very consistent output.

- 814. Don is a very efficient and consistent worker – we know the kind of performance we will receive from him week in and week out.
- 815. When assigned tasks, we know Harry will work harder to complete them.
- 816. Kim has proven to be a very hard worker – especially when we’re up against a deadline.
- 817. Jane’s ability to manage tasks and complete a deadline is an asset to our team.
- 818. Brad is a very hard worker who knows how to work smart and consistently performs among the best in output.
- 819. Andrea is an enterprising worker who finds new ways to get more work done.
- 820. Kyle is very industrious in his work.
- 821. Frank is a diligent worker, always on the job until the work is complete.
- 822. Charles works hard to make sure the job gets done right the first time.
- 823. Juliet’s pace of work can best be described as energetic.
- 824. Brad is an efficient worker who desires to perform at the highest levels.
- 825. Penny is someone who can be relied on when we need to work overtime or get more production accomplished.

NEGATIVE

- 826. Tom has not made productivity the heart of his efforts this year despite our financial condition and the goals we set together last year. Tom must improve his productivity.
- 827. Jane is more focused on whether or not her employees like her versus how productive they are.
- 828. George has a very inconsistent performance with his product delivery.
- 829. Tom is a project manager yet struggles to deliver them on time.

- 830. Kevin is too focused on employee satisfaction to the detriment of overall productivity.
- 831. Ryan’s hardnosed approach to productivity has resulted in low employee morale.
- 832. Jim needs to find the right balance between employee satisfaction and high performance productivity.
- 833. Kyle is often too focused on office gossip and not enough on getting the work done.
- 834. Justin is not the most productive member of our team.
- 835. Peter appears to be working hard yet does not produce near the quota required.
- 836. Francis does not manage his team to productive results.
- 837. Brad has a slow pace of work.
- 838. Kim does not do what it takes to get the job done.
- 839. When we require overtime to meet quota, John frequently complains.
- 840. Frank knows the workload expect and struggles to meet demand.
- 841. Sally produces the lowest amount of work as compared to her coworkers.
- 842. Ken exerts a good deal of effort but still struggles to keep up with workload demands.
- 843. Justine labors to get the job done but frequently comes up short.
- 844. We expect more effort out of Fred this next year.
- 845. Peter always seems “busy,” yet struggles to keep with the amount of workload produced by his peers.
- 846. There is a baseline expectation for work in our environment and someone with Tom’s years of experience should well exceed it. Unfortunately, he frequently comes up short.

- 847. As we strive to do more with less in our department, we expect everyone to become more productive. David has failed to live up to this expectation.
- 848. Tom should spend less time on social interactions and more time on his work.
- 849. Jane resists opportunities to improve her skills which will improve her productivity.
- 850. Frank can manage his own workload but struggles when asked to manage his employee's workload.

**SAFETY**

Having a safe and secure working environment is a core part of most companies. Are your employees doing everything they can to keep their workplace safe? Are there areas they could improve?

## POSITIVE

- 851. Safety is one of our highest priorities in this industry and Walter truly understands what is at stake. Walter is a model employee for his focus on safety.
- 852. Kyle is adept at keeping security a high priority for his team.
- 853. Kevin maintains a safe working environment for his team.
- 854. Jim has taken a number of measures to improve the working environment to keep employee safe.
- 855. Greg keeps a work environment positioned for the well being of his staff.
- 856. Todd has suggested a number of improvements to keep a safe working environment.
- 857. Paula is aware of the safety rules and reports potential safety hazards.
- 858. Wears safety gear in appropriate manner.
- 859. Bernard monitors the workplace to keep it safe and secure.
- 860. Paul provides emergency training to staff.
- 861. Holly serves as a floor coordinator for emergency assistance.
- 862. Bryan's team had zero safety infractions this year.
- 863. Mary managed the disaster recovery plan development.
- 864. George is tasked with enforcing OSHA regulations and does a good job.
- 865. Ryan consistently has zero safety infractions.
- 866. Jack keeps abreast on changes in the work environment to ensure safety standards are met.

- 867. Jim maintains accurate safety reporting.
- 868. Peter regularly holds safety training meetings for his staff to ensure they are up to date on latest safety procedures.
- 869. Holly maintains safety checklists and audits the safety of each team.
- 870. William regularly updates business continuity plans.

## NEGATIVE

- 871. Jim does not have the appropriate focus on safety. His willingness to skirt the rules for a modicum of productivity increase is not worth it. Jim must improve his attention to safety this year.
- 872. Bill skips important safety measures in the name of high productivity.
- 873. Ben's team has the poorest level of safety in the company.
- 874. Jim has a number of safety violations this past year.
- 875. Trudy fails to identify or report safety hazards.
- 876. Vicky sacrifices safety in an attempt to increase productivity.
- 877. Brian fails to take appropriate steps to discipline employees who violate OSHA regulations.
- 878. Brad does not participate in safety training sessions.
- 879. Tom does not always wear required safety gear.
- 880. Ted operates machinery in a manner inconsistent with stated instructions.
- 881. Bill does not report safety violations in order to increase bonuses for his team.
- 882. Janet fails to adequately monitor her team's safety record.
- 883. Ryan does not have a good personal safety record.
- 884. Nancy does not ensure environment monitoring stations are working on a regular basis.

885. Frank has failed to follow safety procedures several times.

**SALES**

The world has a lot of sales people, but not a lot of *great* ones. Sales pays very well for those that perform well. In this section, we review some ideas for how you can rate your sales staff.

## POSITIVE

- 886. Jimmy looks at a sales problem and sees an opportunity. No sales situation is too out of control for him to step in, use his calm demeanor, and help solve the problem.
- 887. Bryan excels at closing a deal.
- 888. Far too often, salesmen close the deal and then move on, but Jack makes sure his clients are happy and continues to upsell them.
- 889. Peter is very good at cross selling the product line.
- 890. Troy has a high conversion rate with leads.
- 891. Holly understands what it takes to make a deal.
- 892. Vic has a knack for understanding the customer and making the right sales pitch at the right time.
- 893. Bryan has a solid sales pitch.
- 894. Bill's clients rate him very well.
- 895. John is one of our best with the sales presentation.
- 896. As our inside salesperson, Ryan's job is to make sure the sales transaction happens without any problems. Ryan does a great job making each sale go smoothly.
- 897. Jack understands how to promote products and close a sale.
- 898. Selling may not be in Holly's past experience but she excels at it.
- 899. Kyle places the customer's needs above the need to close the sale.
- 900. Jennifer understands the consultative selling process and how to close a deal.

901. Jim is very good at establishing a rapport with customers that can turn into a sales relationship.
902. Sally identifies high potential sales clients with the most profitable business.
903. Fran is adept at maintaining satisfied, long term clients.
904. Nicole has a very high business retention rate.
905. Donald is very good at qualifying new potential clients.
906. Ben creates very detailed and highly researched marketing plans.
907. Walter excels at proactively identifying new sales opportunities for existing clients.
908. Hank meets performance sales targets.
909. Jack makes the number of sales presentations required to meet sales performance goals.
910. Rick presents solutions to potential clients, not just sales.

## NEGATIVE

911. We were impressed in previous years with Bill's sales aptitude, but this year, his numbers have fallen off. We have not identified the core problem, but Bill needs to continue to work on his sales conversion rate.
912. Pam can make the initial sale, but is weak when it comes time to upsell and cross-sell.
913. Fred struggles to close the deal.
914. Peter is good in one on one meetings but has a difficult time presenting to groups.
915. Frank has a low conversion rate on leads.
916. Ryan spends a lot of money on sales leads with little to show for it.
917. Walter transitioned into a technical sales role this year but has failed to grasp the sales part of his job.

- 918. David has a low service contract sales percentage on equipment sales.
- 919. Harry has failed to meet quota each quarter this year.
- 920. Pete doesn't understand the "hard sell" and how properly perform it.
- 921. Gene has taken a number of sales this year which belong to other salespeople.
- 922. Ted cares more about the sales transaction than the relationship.
- 923. Bryan spends too much time with low volume and low margin business.
- 924. Pete fails to close major business deals.
- 925. Kenny does not make enough cold calls to close the right ratio of business.
- 926. Frank is not very good negotiator.
- 927. Brian is very territorial with his sales.
- 928. Jim relies on a long time, existing client base and generates very little new sales.
- 929. Ted simply does not make enough sales calls to be successful.
- 930. Don is unable to strategically sell.
- 931. Our company has a distinct competitive advantage that Fred fails to adequately explain to potential clients.
- 932. Carol does not understand the competitors in our space and cannot adequately sell against them.
- 933. Holly does not nurture partner relationships.
- 934. Sean is inflexible in creating deals with customers.
- 935. Janet does not interface well with inside sales.

**TEAMWORK SKILLS**

We are working in the most collaborative business environment ever. Many companies have moved to a team based, or even matrixed, work environment where teamwork skills are highly valued.

## POSITIVE

- 936. Bill has a great willingness to help his fellow teammates.
- 937. Jenny always helps out to achieve the goals of the group.
- 938. We've always been impressed with Jack's ability to work well with others, but this year, he has really shined in this area. Jack's one of those team members you would love to have on your team.
- 939. Our company is composed of many teams and Bill's ability to work with and understand the team dynamics has been beneficial to the firm.
- 940. Paul works well with others.
- 941. Harry manages his relationships with his coworkers, managers, and employees in a professional manner.
- 942. Tom contributes to the success of the team on a regular basis.
- 943. Ben isn't concerned about who gets the credit, just that the task gets accomplished.
- 944. It's nice to see how Holly isn't concerned about herself and continually contributes to the success of those around her.
- 945. Mary is a team player and understands how to help others in times of need.
- 946. Whenever a large project comes in, Tom is always one of the first to volunteer to help to get the job done.
- 947. Peter is the consummate team player.
- 948. Team performance dynamics are hard to judge, but Ryan has a knack for understanding people and making the team work well together.
- 949. Fred builds solid relationships with those he works with.

- 950. Whenever a team is formed, Jean is one of the first people to come to mind to be a core team member.
- 951. Kyle cooperates well with others.
- 952. Jenn helps build successes around group efforts.
- 953. Holly understands how to build a strong team.
- 954. Greg has to deal with a team with a lot of drama and conflict and yet has done a masterful job managing team dynamics.
- 955. Jim understands how to take suggestions and criticism.
- 956. Lilly regularly contributes to team successes.
- 957. Wendy shares success with her teammates.
- 958. Nancy builds an environment where everyone desires to be involved.
- 959. Ryan builds effective teams that contribute to our company.
- 960. Bryan brings the best out of everyone – forming teams which contribute more than the sum of the parts.

## NEGATIVE

- 961. Tim focuses on self improvement and advancement to the detriment of other members of his team. Tim should assist others on the team more frequently.
- 962. Jim is not a team player.
- 963. Bill does not assist his teammates as required.
- 964. Thomas is very individualistic and does not grasp all of the elements of teamwork.
- 965. Ryan holds on to too much and does not delegate to his team effectively.
- 966. Bryan focuses on getting his own work accomplished, but does not take the time to help those members of his team who are struggling to keep up.
- 967. Walter is inconsistent in supporting his teammates.

968. Peter was very good at teamwork when he was just a member of the team, now that he is in a supervisory role, Peter has lost much of those teamwork skills.
969. Esther focuses her team on accomplishing individual tasks without thinking about what could be accomplished if the team worked more cohesively together.
970. Lyle works with the team well when his own projects are coming due and he needs help, but once those are accomplished, he does not frequently help others on their projects.
971. Ollie does not understand how to share tasks with others.
972. Paul relies on his own knowledge and abilities without asking others for help and their expertise.
973. Manny is a team player most of the time, but frequently we have problems with his follow through when other teammates need help.
974. Brian is inner focused and does not think about the needs of those around him.
975. Fred seems more intent on accomplishing his tasks rather than assisting others who might need help.
976. Frank needs continual reminders to help out others around him.
977. Andrea comes from a very individual focused work environment to a team focused one and has struggled to adjust.
978. Norman doesn't fully grasp how to utilize his teammates to accomplish goals, but instead continually complains that no one will help him.
979. Jack needs to focus on making projects a joint effort and learn to delegate.
980. Gregory often focuses on his single effort while neglecting those around him.
981. Bryan doesn't understand team dynamics and frequently misses opportunities to collaborate.

- 982. Jenny forms specific alliances with people without thinking about how it affects the rest of the team.
- 983. Norm works well on very small teams, but struggles when a larger team is formed.
- 984. In the team environment, Fred gets lost and doesn't participate often.
- 985. Melissa works well alone but cannot work well in association with others.

**TECHNICAL**

Technical skills aren't just for technical positions such as engineering or computer support. Every job has some technical requirements or aspects to it. This can be one of the harder areas to evaluate. These phrases will help you describe the technical aspects of an employee's job.

## POSITIVE

986. Jenn quickly learns new technology and adapts it to our environment.
987. Greg understands the technology we implement and how to effectively use it.
988. Bill takes advantage of the technical training we offer.
989. Jim is one of the most technical employees we have.
990. Ben is able to grasp complex technical concepts and explain them in easy to understand ways.
991. Whenever we have a very technical problem, Holly is one of the first people we turn to. Her ability to grasp technology is an asset to our team.
992. Harry is an accomplished technician who understands our systems and processes.
993. There are a lot of intricacies to Bob's job, yet he makes it all seem so simple.
994. As we implement new technology, Ryan is one of the first to pick it up and understand it.
995. When we need to implement new technology, we turn to Bill first.
996. In the fast paced world of technology, things always seem to change so rapidly. With some of our systems being old, we rely on Ted's expertise in the previous generation systems.
997. Walter is good at understanding the technical nature of his job.
998. Paul is excellent at absorbing the complexities of his job.
999. Ida deals with very complex topics and discussions, yet always seems to bring it to a level of understanding the rest of us can relate to.

- 1000. When you interact with Kyle you can tell he has a very analytical mind. He can take any issue and break it down into pieces which can be used to define the process.
- 1001. Frank is an expert in our systems and processes. He can quickly ingest highly technical information and make it work in our environment.
- 1002. Jim is adept at understand technology and its place in our company.
- 1003. One of the things which makes Deidra shine is her ability to grasp a technical subject and explain it terms others can understand.
- 1004. Brian is at the forefront of our push into new technologies and is an asset to system implementation.
- 1005. The technical things aren't always computer related and Holly understands the technology of our company beyond the computer systems.
- 1006. Nancy works well with our specialized systems and keeps them running with precision.
- 1007. The hi-tech nature of our business means there are few people who can understand all of the systems and be fluent in them. Ken is one of those people.
- 1008. The large industrial systems used on Ben's team are specialized, technical, and engineered to meet our needs. Ben manages a team that keeps these systems running and has done a very good job at it.
- 1009. Vic has built up a high level of technical knowledge over the years.
- 1010. Sally understands and works with technology very effectively.

## NEGATIVE

- 1011. Peter does not always grasp the newest technology immediately and needs excessive training to learn. Peter needs to work on improving his willingness to change.
- 1012. Ryan is not very adept at understanding new technology.

- 1013. Though our systems have been in place for many years and are well documented, Bob does not have the aptitude to understand the technical nuances they present.
- 1014. Bill needs to improve his technical understanding of his job.
- 1015. Jennifer is not a technician, yet some basic technical knowledge is required of her role. Jennifer needs to work on her technical knowledge.
- 1016. Rote memorization of technical manuals is not the same as technical mastery. Bill needs to work on being able to think outside of the box, beyond the manuals, and troubleshoot technical issues which are not documented.
- 1017. Paul is not technical enough for his role.
- 1018. Fred's understanding of business is very good, however, his ability to communicate with the technical members of his team is holding him back.
- 1019. Peter needs to continue to improve his technical knowledge through training and self study.
- 1020. Ollie doesn't take advantage of technical training to improve his job performance.
- 1021. Jim resists new technology.
- 1022. Terry surprised us by not being more technical in nature considering his background.
- 1023. Technical concepts sometime seem to pass right by Walter. Walter should learn the technical concepts required for his position.
- 1024. In such a fast changing world, keeping up with the latest technology can sometimes be difficult. However, in his role, Tom needs to focus more on understanding the trends and changes in the marketplace.
- 1025. Ryan does not demonstrate basic mastery of the systems or processes in our work environment.
- 1026. Walter does not understand how to document his job in a repeatable fashion.

- 1027. Carole does not have sufficient knowledge to perform the technical aspects of her role.
- 1028. Wendy lacks sufficient technical competence in the software we use.
- 1029. Greg consistently performs well with basic technical tasks but consistently fails advanced technical tasks.
- 1030. Bryan has not pursued the technical certifications we're requested him to.
- 1031. Creed has allowed his certifications to lapse.
- 1032. Wendy is very friendly with customers, but lacks the in-depth technical knowledge required in her technical role.
- 1033. Jim is resistant in letting IT staff work on his machine, professing to be more technical than they are, yet causing multiple problems with his lack of specific technical knowledge.
- 1034. Frank provides technical recommendations but does not provide evidence or support for why they are necessary.
- 1035. Charles clings to paper based processes and is resistant to use the paperless systems.

**TIME MANAGEMENT**

Ultimately, we need to get things done at work. Time management skills help us accomplish our tasks on time. This can range from day to day time management to managing large projects to on-time delivery.

## POSITIVE

- 1036. Jim works well under pressure.
- 1037. George understands the nature of the projects and tasks he has and appropriately identifies the time required to accomplish each. George is excellent at time management.
- 1038. Bill is a pro with his planner and creates a daily plan to accomplish his tasks.
- 1039. Fran handles project deadlines admirably and is great at managing the time leading up to each deadline.
- 1040. Jim is the type of person to plan out his work week, work the plan, and demonstrates how excellent planning results in excellent work.
- 1041. Jenn demonstrates the ability to manage multiple assignments and deliver them in a timely fashion.
- 1042. Greg holds his team accountable for their efficiency and production.
- 1043. Tricia is one of our most reliable employees. Her output is predictable and of good quality.
- 1044. Walter is very good at managing his time and his employees' time.
- 1045. Jennifer understands how to correctly schedule the big and small tasks she must accomplish each week.
- 1046. Ryan is a very efficient worker.
- 1047. Tom is able to adequately schedule his time to accomplish his tasks.
- 1048. Kyle uses the tools we've provided to manage his work schedule effectively.
- 1049. All of Jim's projects seem to come in late with little advanced notice.
- 1050. Harry can define a schedule and keep to it.

- 1051. Ken is frequently interrupted in his role, yet he produces a very consistent workload.
- 1052. Bryan understands how to set realistic time frames for project delivery.
- 1053. Justine accurately predicts how long tasks will take to complete.
- 1054. Brad maintains the department calendar and is very good at scheduling people and resources.
- 1055. Jim is proficient at developing project plans which utilizes available resources in an efficient manner.
- 1056. Paul holds his staff accountable for their time estimates.
- 1057. Ben works until the job is done – making sure he and his team meet deadlines.
- 1058. James is very good at managing multiple projects at one time and keeping all of them to a set schedule.
- 1059. We effectively have no wiggle room in our project delivery schedule and Ted ensures we meet all of the deadlines.
- 1060. Bill understands red tape in the company and how to push projects through to completion.

NEGATIVE

- 1061. Sherry works at one speed. However, she believes she can accomplish tasks faster than she can. This becomes an issue for time management: she is frequently late on projects.
- 1062. Ben does not work well under pressure.
- 1063. Peter doesn't understand the difference between big tasks and small tasks and never seems to get the big ones accomplished. He always focuses on the low hanging fruit to the detriment of the projects that will move our team forward.
- 1064. We've provided Tim with sufficient training in time management yet he still does not understand the process to manage his time.

- 1065. Holly is given a work plan each week but does not complete it each week.
- 1066. Paul needs to work on keeping his meetings to the allotted times.
- 1067. Fred's team complains of frequent, unorganized meetings. Fred needs to improve his planning skills to keep meetings on topic and on time.
- 1068. Jenny does not understand how to properly schedule her employees for maximum efficiency.
- 1069. Todd is a good worker, yet we believe he can be more productive if he learns to manage his time better.
- 1070. Ryan does not use the scheduling tools we've provided for him.
- 1071. Thomas frequently underestimates the amount of time it takes to get a task accomplished.
- 1072. Too many times, Lenny has delayed a project by not accounting for risk in his time assessments.
- 1073. Harry needs to improve his time management ability.
- 1074. We suggest that Tim create a work plan for each week. He seems to waste a lot of time when he doesn't have a sufficient plan.
- 1075. Peter spends a lot of time on unproductive things such as email and the Internet.
- 1076. Jim is easily distracted from completing his tasks on time.
- 1077. Fred does not understand how to adequately adjust his schedule estimates for risk.
- 1078. Penny spends too much time away from his desk reducing his ability to get work accomplished.
- 1079. Walter is late too work too often.
- 1080. Peter does not adequately schedule enough time for meetings and many of his run late.
- 1081. Ryan is frequently late to his own meetings causing people to wait for him.

- 1082. Chris often procrastinates and does not accomplish his work.
- 1083. Brian does not hold his staff accountable for time estimates.
- 1084. Nancy is regularly late submitting her time sheet.
- 1085. Anne fails to accomplish tasks in the timelines defined.

**TRAINING**

Many companies provide a variety of training opportunities to employees from specific job training to soft skills training. Some training is optional for employees, while others are required. How well your employees respond to the training can determine a lot about the performance of your team.

## POSITIVE

- 1086. In training classes, Bill is a good influence on fellow students. His “can-do” attitude helps the class learn complex topics.
- 1087. Greg has sought out specialized training opportunities.
- 1088. Jennifer helps teach other team members the concepts she learned in training class.
- 1089. Bill is an encourager in training sessions.
- 1090. Kyle takes advantage of the training to advance his career and skill set.
- 1091. Peter is a consummate learner and excels in the training we have offered him.
- 1092. Despite the time investment required, Paul encourages his team members to take advantage of training opportunities.
- 1093. Tim’s guidance in helping his employees find the right training classes is invaluable.
- 1094. Fred has impressed us all with his willingness to train others on the newest technologies and equipment.
- 1095. Terry is always willing to attend on the job training. His eagerness to learn makes him a valued team member.
- 1096. Rachel ensures all of the team members attend the requisite training classes.
- 1097. Polly has performed admirably with her responsibility to ensure everyone attends appropriate training classes.
- 1098. Ted is quick to learn concepts and apply them to his job.

- 1099. Training is an important aspect to career development and Gene follows through on his training.
- 1100. Gregory is able to learn things quickly and apply them to his day to day work.
- 1101. Anna is very good at defining succession for her team.
- 1102. Sally contributes to the training and development of her team.
- 1103. Peter identifies talent gaps in his staff and creates training plans to assist them.
- 1104. Brad shares his knowledge with teammates and leads training sessions.
- 1105. Frank is a lifelong learner and applies this well on the job.
- 1106. Tom learns best practices from other departments and implements them within his team.
- 1107. George applies industry best practices to his work.
- 1108. Janet attends training seminars to increase her job knowledge.
- 1109. Shawn keeps to up to date with changes in the field.
- 1110. Irina frequently attends soft skill training sessions to improve herself.

NEGATIVE

- 1111. Greg does not follow through on the training required for his position. His attitude is that he “knows everything” about his job, yet the training can offer insights and new views on technology.
- 1112. Jenny needs to prepare more in advance of the training classes to take full advantage of what they are teaching.
- 1113. Ryan fails to apply the concepts learned in training class.
- 1114. Jim gives off an air that he does not need training despite all of the changes affecting him and his team.
- 1115. Ben reluctantly attends HR led training and vocally expresses his displeasure.

- 1116. Fred does not take training time seriously.
- 1117. Victor attends the required training classes, but does not participate completely.
- 1118. Julia resists the changes the training classes promote.
- 1119. Walter does not evaluate areas within his job where he could use additional training.
- 1120. Jenny does not maintain the training equipment adequately between classes.
- 1121. Tricia attends the training but does not communicate class concepts to her co-workers.
- 1122. Peter does not encourage his team to take the minimum training hours required each year.
- 1123. Kyle seems to think training time is vacation time and his attitude demonstrates this during class.
- 1124. Lenny should focus more on learning the concepts in class and less on cracking jokes during the training sessions.
- 1125. Frank should seek out more training opportunities and pursue them.
- 1126. Bill does not take advantage of the training dollars offered for his team.
- 1127. Kenny does not allow his employees to attend training classes that could be very beneficial for the company and his team.
- 1128. Ryan should seek out training opportunities to improve his people skills.
- 1129. Wendy does not excel in the classroom and the training has not seemed to help her.
- 1130. Brian fails to demonstrate the skills he learned in training.
- 1131. Bill seems content in learning very job specific skills while spending little to no time on soft skills training.

- 1132. The company offers a number of training opportunities for employees, yet Jim does not encourage his team to attend or hold them accountable if they do not show up for training.
- 1133. Larry does not keep up with industry trends or new techniques in the field.
- 1134. Jane discourages others from attending mandatory training sessions.
- 1135. Mary depends too much on others for their knowledge instead of expanding her own through training.

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