

EFFECTIVE PHRASES  
FOR PERFORMANCE  
APPRAISALS

EFFECTIVE PHRASES FOR  
PERFORMANCE APPRAISALS

A Guide To Successful Evaluations

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One of the responsibilities faced by every person in a managerial or supervisory position is the evaluation of employee performance. Most successful organizations require periodic performance evaluations. This guide is designed to help the appraiser in selecting phrases and words which accurately describe a variety of commonly rated factors. The phrases contained in this handbook are extremely positive and reflect superior performance. By simply changing verbs and adjectives, it is possible to describe sub-standard or unsatisfactory performance.

The guide has been purchased by many individuals, corporations, educational institutions, libraries, hospitals, departments of the government and military personnel throughout the world.

A GUIDE TO SUCCESSFUL EVALUATIONS

Copies of this and other human resources development materials are available through:



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I. EFFECTIVE PHRASES

## ACCURACY

performs with a high degree of accuracy  
performs with consistent accuracy  
achieves results with accuracy and precision  
recognizes the importance of accuracy  
maintains high statistical accuracy  
strives for perfection  
excels in achieving perfection  
avoids mistakes and errors  
conforms to strict tolerances  
meets precise standards  
meets rigid specifications  
excels in detail checking  
makes accurate predictions about future trends, directions and developments.

## ADMINISTRATION

demonstrates a high level of administrative competence  
constantly examines administrative effectiveness and seeks better procedures  
encourages administrative efficiency and effectiveness  
achieves high administrative output  
avoids burdening management with administrative details  
effectively uses exception reporting to keep management informed  
clearly establishes administrative rules and regulations  
enumerates and specifies procedures for implementing and administering written policies  
develops policies and procedures to improve department  
improves administrative support systems  
supplies necessary supportive services  
develops successful administrative strategies  
excels in simplifying systems and reducing paperwork

## ADMINISTRATION

effectively controls paperwork  
improves administrative efficiency through the effective use of forms  
establishes effective systems for record retention  
maintains accurate documentation  
establishes effective systems for information retrieval  
analyzes relevant information  
properly controls the release of proprietary information  
keeps informed of new technologies in office automation  
utilizes improved technology for administrative support  
makes effective use of office equipment  
exercises sound cost controls

## ( APPEARANCE

recognizes the importance of appearance

presents an attractive appearance

takes pride in personal appearance

displays the type of grooming which is neat, attractive and appropriate

gives proper attention to personal hygiene and dress

dresses to convey an appropriate image

dresses consistent with organizational expectations

conforms to proper standards of dress

wears appropriate clothing and accessories

dresses appropriately for the position

projects a positive image

## COMMUNICATIVE SKILLS

excels in effective and positive communications

communicates openly, forcefully and effectively

communicates clearly and concisely

communicates with credibility and confidence

communicates high expectations

improves the effectiveness of communications and interactions with others

provides an intellectual atmosphere conducive to the stimulation and interchange of ideas

excels in interpersonal communications

excels in communicating with individuals and small groups

conducts meetings that achieve results

demonstrates strong committee procedures and techniques

excels in intercommunications and interactions

demonstrates sound negotiating skills

## COMMUNICATIVE SKILLS

effectively communicates goals and interplay of ideas and concepts

effectively communicates management decisions to achieve understanding and acceptance

effectively communicates upward, downward and laterally

develops and maintains two-way communications

keeps other departments informed of developments affecting their function

optimally utilizes all channels of communications

encourages open communications to achieve mutual understandings

demonstrates an ability to perform and communicate

prevents unproductive responses

avoids communication breakdowns

effectively communicates with co-workers

uses communicative skills to bolster the organization's image

## COMMUNICATIVE SKILLS

conveys an impression which reflects favorably upon the public relations of the organization

makes the best impression in all situations

demonstrates proper telephone techniques and etiquette

promotes organizational policies, the quality of its products and its reputation

demonstrates and conveys a favorable image of the organization

effectively explains and interprets organizational policies and procedures

effectively organizes ideas for logical presentation and acceptance

excels in verbal and non-verbal communications

uses proper oral and written English

displays productive assertiveness

## COMPETENCY

demonstrates competent performance

projects a special competence

demonstrates a high level of expertise

demonstrates strong personal effectiveness

demonstrates strong interpersonal competence

excels in the effective application of skills

displays a high level of technical competence

effectively blends management skills with technical expertise

combines technical competence with dependability and loyalty

demonstrates highly sophisticated skills and strategies

possesses specialized skills

highly skilled in all phases of job

excels in operational skills

displays excellent attention to technical skills

especially effective in the development and use of supportive skills

## COMPETENCY

is uniquely qualified

effectively capitalizes on strengths

keeps informed of the latest trends and developments

constantly sharpens and updates skills

devotes appropriate time and effort to the development of professional competence

demonstrates an exceptional mastery of professional skills

demonstrates professional expertise

attends seminars and workshops to improve job performance

maintains a high degree of professional participation

demonstrates high standards of professional conduct

maintains high professional ethics

conveys professionalism

displays professional pride

## CREATIVITY

displays creative imagination

demonstrates creative strength

successfully develops creative strategies

seeks creative alternatives

considers innovative possibilities

explores new paths, procedures and approaches

excels in creative thinking and problem solving

demonstrates a high degree of originality and creativity

originates and develops constructive ideas

initiates good conceptual ideas with practical applications

originates unsought ideas

displays a sense of inquiry

encourages an environment for creative excellence

promotes an environment conducive to creativity

## CREATIVITY

encourages innovation

promotes a creative climate

creates opportunities

stimulates ideas

promotes the flow of good ideas

initiates fresh ideas



## DECISION MAKING

can be relied on to make sound decisions

makes inventive and resourceful decisions

unusually decisive in handling difficult problems

is willing to make difficult and unpopular decisions

assembles all available facts before making decisions

seeks staff input for decision making

makes sound decisions in the absence of detailed instructions

thoroughly analyzes conditions and reaches independent decisions

uses the most penetrating and objective evaluations to arrive at decisions

weighs alternative decisions before taking action

carefully evaluates alternative risks

practices sound risk taking

exercises a wide range of decision making control

## DECISION MAKING

foresees the consequences of decisions

excels in foreseeing the effects of decisions

makes sound decisions under pressure

avoids hasty decisions

excels in profit-directed decisions

concentrates on developing solutions

excels in seeking solutions

excels in suggesting optional solutions

supports convictions with sufficient force

makes decisions with confidence

strives to improve decisiveness

encourages decision making at lowest possible level

## DELEGATING

delegates to improve organizational effectiveness

delegates to maximize organizational strengths

recognizes the need to concentrate on people rather than tasks

recognizes the importance of working through subordinates

encourages delegation

effectively delegates responsibility

demonstrates effective delegation techniques

gives subordinates the authority needed to effectively carry out delegated responsibilities

delegates with clearly defined responsibility and authority

delegates routine tasks to subordinates

makes effective use of secretarial support

delegates to the proper person

effectively delegates unpleasant tasks

## DELEGATING

may be delegated the broadest discretion

effectively assesses delegation capability

delegates to improve job satisfaction of subordinates

delegates to build subordinates

## DEPENDABILITY

is consistent, dependable and accurate in carrying out responsibilities to a successful conclusion

can be relied upon to meet schedules and deadlines

fully accepts all responsibilities and meets deadlines

meets logically developed priorities

utilizes all available resources to achieve results

can be counted on to achieve results in emergency situations

exceptionally reliable and trustworthy when given an assignment

displays a strong personal commitment to successfully completing all projects

attains results regardless of task levels

meets responsibilities promptly

fulfills all commitments

is very dependable and conscientious

is extremely reliable and supportive

can be relied upon to accomplish the best possible results

## DEPENDABILITY

can be relied upon to do the job and any other assigned tasks

can be relied on to successfully complete all assignments

consistently punctual

is regular in attendance

effectively follows up assignments

## DEVELOPMENT

excels in selecting and developing individuals with high potential talent

identifies staff development needs

recognizes development levels and ability levels of self...and others

initiates and establishes personal growth and career path

plans for effective career development

plans for future career development and accomplishment

seeks personal growth and development

understands personal strengths and weaknesses

is successfully demonstrating the ability to develop from a specialist to a generalist

regularly assesses the development and effectiveness of subordinates

encourages broad development of employees

encourages individual growth and development of employees

exploits under-utilized capabilities

## DEVELOPMENT

cultivates strengths of subordinates

effectively develops employees

develops managerial candidates

encourages managers to develop subordinates

develops qualified successors

encourages employees to acquire proper skills, attitudes and knowledge

encourages special preparation and training of personnel

improves the skills and develops talents of subordinates

successfully builds subordinates

encourages employees to improve abilities for greater responsibility

effectively recommends methods to assist subordinates in overcoming weaknesses

encourages constructive actions by employees

assists subordinates in reaching new levels of skills, knowledge and attitudes

provides subordinates with definite, positive assistance to correct professional difficulties

## DEVELOPMENT

assists subordinates in applying new skills, techniques and understandings

stimulates professionalism

develops the skills needed to maintain the highest standards of professional excellence

sustains a professional growth strategy

facilitates learning

develops creative expertise

develops creative potential

builds on strengths

builds on the positive

## EVALUATION SKILLS

establishes clear and meaningful criteria or standards for effective performance

clearly establishes performance objectives and evaluation criteria

establishes credible standards

establishes credible measurement methods

effectively and continually evaluates activities, programs and functions

constantly evaluates techniques and practices

effectively appraises departmental resources and skills

accurately monitors performance against objectives

effectively makes quantitative determinations of ability

recognizes high potential employees

identifies individuals who have a capacity to perform

effectively identifies goal achievers

produces highly accurate assessments

## EVALUATION SKILLS

effectively assesses employee resources, strengths and competencies

regularly assesses growth

accurately assesses potential

accurately evaluates employee effectiveness

effectively assesses the quality of work performed by subordinates

rates on the basis of performance and not personality

effectively rates job performance not the individual

effectively evaluates subordinates on the basis of performance

effectively evaluates others without creating resentment or negative responses

shows significant frequency differences in appraising employees

gives recognition to deserving individuals

effectively grants rewards on the basis of objective accomplishment

recognizes special talents and capabilities of employees

## EVALUATION SKILLS

understands accomplishments, strengths and weaknesses of employees

identifies and discusses weaknesses of staff members

identifies individuals needing periodic retraining

directs performance appraisals toward the self-improvement of employee

effectively utilizes performance reviews as a motivational tool

plans for appraisal interview

gives proper attention to performance appraisal interviews

encourages and facilitates self-evaluation

excels in establishing feedback systems for evaluating results

accurately measures and assesses employee feedback

## GOALS AND OBJECTIVES

controls the quality of the most crucial of all the variables contributing to the realization of departmental goals and objectives

excels in planning, forecasting, setting objectives and determining courses of action

effectively develops individual, departmental and organizational goals to obtain objectives

effectively blends personal goals with organizational objectives

sets goals that are compatible with those of the organization

excels in formulating goals and plans of action

clearly establishes goals to achieve a significant productive impact

establishes performance targets for both short range and long range

sets, obtains and manages managerial objectives

sets innovative objectives

effectively determines workable objectives

excels in the perception of objectives

excels in prioritizing objectives

## GOALS AND OBJECTIVES

encompasses every objective valued by the organization

effectively communicates objectives

effectively develops objectives

achieves cognitive objectives

establishes feasible and attainable goals

sets realistic goals

sets reachable targets

sets worthy goals

effectively develops goals

is a goal seeker

clearly establishes goals and purposes

effectively establishes truly relevant objectives and performance standards

establishes specific and measurable goals

effectively sets group performance objectives

effectively establishes group goals

establishes methods for attainment of goals

## GOALS AND OBJECTIVES

effectively organizes, assembles and arranges resources to meet goals

is aware of longer-term goals and larger frameworks of concepts

effectually evaluates goals

articulates goals for future improvement

displays sincerity of ambitions and objectives

achieves and surpasses goals

## IMPROVEMENT

works cooperatively toward the identification of areas needing improvement

constantly strives to strengthen and refine executive effectiveness

consistently strives to improve performance

moves constructively toward improving performance

improves effectiveness by eliminating the confusing

excels in self-supervision and self-improvement

often makes valuable suggestions for improvement

excels in developing improved techniques

develops totally new strategies

makes affirmative contribution to improvements

produces changes for the overall improvement of the department

displays a willingness to discuss weaknesses and make improvements

## IMPROVEMENT

uses constructive criticism to improve performance

establishes goals for improvement of performance targets

develops future goals for self-improvement

sets ambitious growth goals

tactfully discusses areas in need of improvement

clearly identifies improvements to be achieved

excels in isolating characteristics in need of improvement

clearly pinpoints areas of needed improvements

identifies performance improvement problems

displays an eagerness to improve

demonstrates a strong effort to improve

welcomes opportunities for improvement

responds favorably to suggested actions for improvement

## IMPROVEMENT

displays improved potential for advancement

shows concern about professional improvement

seeks a higher degree of professional excellence

strives to grow professionally through continuous study and participation

## INITIATIVE

demonstrates a high level of initiative

is a self-starter

is judicious in carrying out assignments without direction

excels in self-directing and self-pacing

demonstrates an ability to think along constructive original lines

is a solution seeker

effectively initiates solutions

makes practical suggestions

demonstrates self-reliance and resourcefulness

displays self-reliant enterprise

is alert to new opportunities, techniques and approaches

explores new opportunities

innovates and creates new and unique methods and procedures

constantly finds new and better ways of performing job

extremely active and eager to try new approaches

## INITIATIVE

devises improved means of accomplishing results

displays ingenuity in anticipating and meeting unexpected situations

provides opportunities for initiative

gathers and provides data in advance of need

plans and organizes with little or no assistance

takes action without undue haste or delay

does things without being told

has the quality of knowing what has to be done

takes charge in the absence of detailed instructions

requires minimum supervision



## JUDGMENT

excels in making appropriate judgments

can be entrusted to use good judgment

utilizes a variety of analytical techniques to solve problems

excels in solving critical problems

effectively solves problems rather than symptoms

translates problems into practical solutions

displays an ability to solve problems, think, reason and learn

excels in developing new perspectives

follows a variety of approaches in activities and techniques

effectively diagnoses situations or conditions

displays a practical approach to solving problems

considers alternative courses of action

displays excellent intuitive judgment

exercises judgment on behalf of others

## KNOWLEDGE

knows basic management principles and methods

possesses the knowledge to handle work of the most complex nature

clearly understands purposes, objectives, practices and procedures of department

thoroughly understands all aspects of job

understands needs and requirements of job

is secure in job knowledge

has excellent "real world" experience

demonstrates strong technical and operational knowledge

is exceptionally well informed

displays well-oriented professional knowledge

is very knowledgeable over a wide range of job responsibilities

keeps alert to current practices

keeps well informed on business, political and social issues

## LEADERSHIP

projects self-confidence, authority and enthusiasm

demonstrates natural leadership ability

demonstrates strong, dynamic leadership

shows dynamic leadership qualities

displays the strengths of the exceptional leader

demonstrates imaginative leadership

displays strong leadership patterns

displays leadership traits appropriate to the situation

demonstrates decisive leadership ability

faces problems with confidence and assurance

inspires confidence and respect

radiates confidence

effectively maintains leadership in a group environment

takes charge

## LEADERSHIP

inspires the cooperation and confidence of others

displays an ability to stimulate others

commands the respect of others

commands the attention of others

## LEARNING ABILITY

shows eagerness and capacity to learn

displays an exceptional ability to learn new methods

displays an ability to learn rapidly and adapt quickly to changing situations

responds quickly to new instructions, situations, methods and procedures

quickly grasps new routines and explanations

keeps alert to new learning opportunities

benefits from all learning situations

stimulates curiosity to improve learning

## LOYALTY AND DEDICATION

is loyal to organization, associates and subordinates

displays absolute loyalty to superior and to the organization

builds loyalty in subordinates

increases superior's strengths

shows positive attitudes toward employer and employees

places organizational interests ahead of personal convenience

is committed to organizational goals

extremely dedicated

takes pride in job

engenders respect for profession

displays loyalty to profession

## MANAGEMENT ABILITY

effectively applies sound management principles

effectively uses contemporary management concepts

demonstrates productive management techniques

stimulates management efficiency and effectiveness

multiplies management effectiveness

successfully integrates objectives, opportunities and resources

develops sensible and realistic programs

orchestrates successful programs

successfully builds and reinforces essential programs

identifies major management problems

demonstrates an ability to recognize management problems and develop solutions

is willing to take calculated risks

identifies relevant and appraisable components of effective management

## MANAGEMENT ABILITY

accurately assesses management effectiveness

keeps management informed on questions of policy

excels in obtaining management support

consistently prepares appropriate recommendations

provides management with valid and reliable information for human resources planning

provides management with accurate information concerning the strengths and weaknesses of employees

effectively resolves conflicts between individual needs and requirements of the organization

effectively solves problems that cross organizational boundaries

excels in resolving interdepartmental conflicts

recognizes the important roles of responsibility, authority and accountability

shows those qualities that make a manager forceful and effective

displays attributes of an effective manager

## MANAGEMENT ABILITY

effectively manages self

displays effective managerial behavior

displays an effective, productive management style

recognizes the difference between managing and doing

avoids managing by crises

excels in human resource management

excels in solving people problems

excels in defining, measuring and increasing productivity

achieves high productive output while maintaining high morale

promotes cooperative behavior and team efforts

builds strong sense of teamwork and purpose

excels in task-oriented team development

obtains maximum team performance

achieves teamwork effectiveness

strives for maximum team performance

## MANAGEMENT ABILITY

encourages efforts toward common goals

maximizes the use of company resources

effectively commits resources of staff, funds and time

accounts for effective and efficient use of personnel

provides subordinates with the resources needed to attain results

attains results through the proper direction of subordinates

is aware of potential contributions of department

adheres to all policies, procedures and rules of decorum

effectively enforces policies, rules and regulations

maintains high ethical standards

follows proper codes of conduct

devotes appropriate attention to budget management

effectively controls budget

effectively controls costs through economical utilization of personnel and materials

## MANAGEMENT ABILITY

exercises appropriate cost control

maintains effective cost control

demonstrates sound cost effectiveness

effectively recognizes the need for change

implements change with minimal resistance

effectively deals with resistance to change

implements change with a positive impact

## MATURITY

displays a high degree of emotional maturity  
excels in separating emotion from rationality  
displays emotional stability  
displays strong emotional control  
displays mature reactions  
maintains a mature attitude  
maintains strong self-control  
displays superior emotional adjustment and stability  
keeps situations in proper perspective  
responds positively on inconsequential issues

## MENTAL CAPACITY AND APPLICATION

grasps the most difficult concepts  
exceptionally keen and alert  
is reasonable, smart and keen  
is alert, quick and responsive  
capable of sustaining a high level of concentration  
demonstrates original and independent thinking  
demonstrates a strong power of analytical reasoning  
sustains logical thinking in one area  
thinks before taking action  
thinks fast on feet  
uses common sense  
uses common sense to reach workable conclusions  
uses sound fact-finding approaches  
demonstrates innovative insight  
uses intelligent reasoning  
displays strong mental flexibility

## MENTAL CAPACITY AND APPLICATION

displays considerable flexibility  
displays excellent comprehension and retention  
displays strong powers of mental retention  
possesses strong memory skills  
displays a very high cognitive ability  
excels in systematic observation  
constantly seeks to broaden professional horizons  
widens intellectual horizons  
thinks futuristically

MOTIVATION

- strongly motivated to achieve optimal results
- strongly motivated to achieve higher expectations
- highly motivated to achieve individual attainment
- strives for the achievement of excellence
- strives for maximum effectiveness
- displays maximum drive in fulfilling job responsibilities
- displays a strong sense of purpose
- displays a strong personal commitment
- displays strong achievement drive
- displays intense desire
- displays a spirit of determination
- maximizes individual resources and energies
- displays highly motivated inner drive
- goes beyond what is expected
- gives maximum effort
- displays energy and vitality in performing daily responsibilities

MOTIVATION

- displays intense involvement
- achieves success when confronted with limited resources
- turns past failures into future successes
- is success oriented
- capitalizes on opportunities
- views problems as opportunities
- maximizes the opportunities within every situation
- operates effectively under adverse conditions
- effectively overcomes personal and organizational blocks to achieve results
- effectively uses behavior modification to create motivation and achieve results
- displays an enthusiastic spirit
- sparks enthusiasm
- develops a motivating environment
- motivates and challenges
- uses subtle techniques to motivate
- accentuates the positive

MOTIVATION

- generates positive attitudes
- provides positive reinforcements to achieve results
- uses positive reinforcement to motivate
- is a prime mover
- is a compulsive achiever
- is ambitious and hard-driving
- is task oriented
- is results oriented
- displays progressive attributes
- is a self-motivator
- maintains own momentum
- maintains self-motivation
- competes and cooperates

## ORAL EXPRESSION

displays an ability to present views logically

states positions clearly

makes presentations with poise and self-confidence

excels in impromptu speaking situations

speaks effectively on feet

presents ideas with power and persuasion

uses voice and body to effectively convince and persuade

is highly articulate

displays clarity in expressing views

speaks with a positive tone

speaks at a pleasant tempo

enunciates clearly in a well-modulated voice

verbal expressions are eminently clear

uses understandable language that is relevant and meaningful

excels in speech proficiency

achieves credibility and persuasiveness

has excellent persuasive ability

possesses superior verbal understanding

## ORGANIZATION

effectively develops organizational capabilities and integration of objectives

develops programs to improve the effectiveness of the department and overall operation of the organization

builds organizational effectiveness

excels in developing jobs, organizational structure and systems

demonstrates a systematic approach in carrying out assignments

is very orderly and systematic

maximizes organizational productivity

makes the most of organizational energy and potential

makes a substantial contribution to the growth of the organization

exerts a positive influence on the organizational climate

deals effectively with organizational climate

identifies organizational needs

displays an organized approach to the job

organizes work well



## ( PERSONALITY (

is fair, cheerful and follows businesslike procedures to accomplish objectives

displays a pleasant, cheerful disposition

has a calm, even temperament

is stable, patient and steady

is relaxed, confident, enjoyable

displays positive responses to negative situations

displays positive, friendly and relaxed attitudes

uses humor constructively

displays a harmonious and cooperative spirit

possesses personal magnetism

displays a winning personality

displays an enterprising personality

displays energizing optimism

displays an outgoing personality

## PERFORMANCE QUALITIES—GENERAL

demonstrates consistently distinguished performance

demonstrates the ability to achieve desired results

achieves bottom line results

attains results through positive actions

generates greater success in highly complex situations

produces a tangible, positive impact

attains results without negative side effects

consistently exceeds performance expectations

performance regularly exceeds job requirements

provides a competitive edge

is not content with mediocrity

excels in cutting through confusion

turns risk situations into opportunities

turns competitive impulses into the most constructive channels

displays industriousness, conscientiousness and diligence in performing tasks

## PERFORMANCE QUALITIES—GENERAL

possesses all traits associated with excellence

displays many areas of strength

displays strong analytical qualities

recognizes and accepts personal assets and liabilities

optimizes the use of all available resources

generates enthusiasm

is extremely resourceful

extremely resourceful and enthusiastic

works diligently

extremely industrious

displays hard working persistence

displays strong perseverance

displays persistent attention to the job

displays concentrated effort

displays refinement, character and objectivity

displays trust and confidence

demonstrates credibility

faces conflicts with confidence

competes with confidence

## PERFORMANCE QUALITIES—GENERAL

extremely self-confident

radiates self-confidence

demonstrates positive self-concepts

maintains a high degree of involvement

develops success oriented approaches

displays positive approaches

displays positive attitude toward job and others

maintains an optimistic outlook when faced with difficulties

develops positive expectations

develops realistic expectations

sets high standards of personal performance

receives and carries out tasks in a cooperative manner

is an important contributor to the success of the department

projects objectively

prevents personnel conflicts from reducing productivity

responds quickly to feedback

## PLANNING

establishes strategic plans for future success

proposes plans of action which are timely, realistic and positive

plans with a fresh perspective

plans, organizes and completes tasks in the shortest, most efficient manner

effectively formulates strategies, tactics and action plans to achieve results

plans appropriate strategies to arrive at solutions

plans effectively for systematic results

excels in defining problems and planning solutions

develops innovative plans and solutions

meets or exceeds standards for major responsibilities or objectives on time or ahead of schedule

plans comfortably ahead of work schedule

translates planning into reality

actively establishes task priorities

formulates plans and envisions goals

develops rational planning techniques

## PLANNING

effectively implements plans with harmony and cooperation

excels in developing action plans

effectively puts plans into action

effectively translates ideas into action

effectively plans to avoid future problems

prevents problems from occurring

anticipates and resolves conflicts

plans for predictable resistance

develops innovative strategies

develops positive strategies

develops effective strategies to attain good performance

constantly develops techniques to generate new strategic alternatives

excels in developing strategic alternatives

develops sound contingency plans

reacts in terms of recollections from the past and anticipation of the future

develops positive expectations

## PLANNING

expects the best

effectively plans to conserve human resources

plans to assure that competent personnel are available to meet future needs

stimulates human resources planning

plans well to anticipate human resources needs

## QUALITY

quality of work is consistently high  
achieves the highest standards of excellence  
quality of work reflects high professional standards  
shows professional concern for quality work  
recognizes the importance of quality  
demonstrates accuracy, thoroughness and orderliness in performing work assignments  
performs with unusual accuracy, thoroughness and effectiveness  
is committed to excellence  
achieves consistent effectiveness  
strives for perfection  
is extremely neat

## QUANTITY

makes a substantial contribution to the continued operation and growth of the organization  
quantity of work is consistently high  
performs at peak efficiency  
maintains a peak performance  
works at a high achievement level  
performs at a high energy level  
maintains unusually high output  
performs with unusual speed at a high rate of output  
exceeds normal output standards  
produces beyond normal expectations  
constantly produces more than expected

## RELATIONSHIPS WITH OTHERS

excels in effective human relations

understands human behavior

identifies and understands personal values of superiors, subordinates, peers and others

displays a high degree of recognition, acceptance and prestige in dealing with others

makes favorable impression and easily gains acceptance by others

makes the best impression in every situation

conveys a positive personal image

excels in obtaining enthusiastic commitments

gains management commitments

well accepted by others under difficult circumstances

works harmoniously and effectively with others

gets along well with others

develops a strong working rapport with others

builds a close rapport

understands and knows how to get along with co-workers

## RELATIONSHIPS WITH OTHERS

works effectively with others

establishes effective working relationships

promotes harmony among associates

conveys considerable influence with superiors

interacts effectively with peers

displays unconditional positive regard

conveys positive influences

displays genuineness in dealing with others

promotes relationships of trust and respect

excels in promoting team efforts

exceptionally willing and successful as a team worker

is an excellent team worker

encourages organization-wide cooperation

extremely cooperative with associates

demonstrates an ability to relate

excels in sustaining concentration while avoiding confrontations

is cooperative and constructive

## RELATIONSHIPS WITH OTHERS

exercises considerable influence

demonstrates strong interpersonal skills

develops interpersonal trust

displays an interpersonal regard

displays positive affectivity

## RESPONSIBILITY

accepts responsibility for own decisions and those of subordinates

is willing to accept ultimate responsibility

takes positive action to meet growing responsibility

accepts new job assignments willingly

assumes responsibility for mistakes and shortcomings of subordinates

accepts responsibility for compliance with rules and regulations

is especially effective in assigning responsibility

continues to seek and accept responsibility

displays a willingness to face conflicts

delegates responsibility effectively

devotes appropriate attention to all responsibilities

## STRESS

successfully copes with demands from superiors, subordinates and peers

effectively handles pressure, stress and anxiety

effectively manages stress

makes positive use of stress to improve performance

shows finesse in situations of stress

demonstrates coolness under stress

performs well under pressure

performs well in crisis situations

works effectively in high pressure situations

cope effectively with risk and uncertainty

gets things done calmly

gains control over job pressures

successfully copes with unintended consequences

handles the unexpected with coolness

recognizes the impact of stress and burnout on organizational effectiveness

## STRESS

recognizes the importance of sound physical and mental health for top performance

effectively balances the demands of job with private life

## SUPERVISORY SKILLS

effectively motivates subordinates to exert the effort necessary to attain organizational goals

excels in the supervision and leadership of subordinates

maintains a work situation which stimulates the growth of individuals

strives to make jobs more meaningful, challenging and contributory to the betterment of the department

excels in analyzing and adjusting work procedures for maximum efficiency

establishes realistic work demands

divides work into manageable activities

effectively balances work flow

expects and demands superior performance

excels in getting work done by others

optimizes productivity

gains maximum productivity from employees

gives constant encouragement to subordinates

gives constructive suggestions to subordinates

## SUPERVISORY SKILLS

effectively coaches subordinates toward achievement

recognizes the important relationships between rewards, reinforcements and results

develops a climate providing motivation, participation and opportunities for employee initiative

encourages a positive learning environment

promotes an effective climate

encourages a climate for action

develops a spirit of teamwork

builds cooperation

promotes a comfortable, friendly organizational atmosphere

effectively communicates organizational policies and other information to subordinates

promotes positive involvement

encourages active involvement of staff

receives full support from staff

stimulates individual participation

stimulates productive discussion sessions for positive action

## SUPERVISORY SKILLS

effectively seeks and obtains ideas from group members

shows concern for the employee as a person

gives helpful guidance to new employees

shows a sincere interest in employees and the solution to their problems

excels in effective coaching and counseling of subordinates

effectively uses counseling techniques and skills

inspires voluntary support and guidance to employees

lends support and guidance to employees

gives sound, practical advice

properly asserts authority

promotes a high degree of morale

gains employee confidence

shows empathy

shows genuine respect

shows warmth and consideration

is sensitive to the feelings of others

## SUPERVISORY SKILLS

supervises firmly and fairly

is fair and firm when dealing with subordinates

effectively praises and recognizes

establishes acceptable tolerance levels

effectively handles employee problems and discontent

recognizes and deals with signs of employee unrest

turns complaints into opportunities

quickly settles disciplinary problems

uses constructive discipline

effectively controls employee absenteeism

capably manages the marginal performer

capably handles resistance from staff members

effectively deals with mistakes and errors

cope effectively with misunderstandings

corrects without criticizing

takes positive steps to avoid recurrence of errors

takes appropriate remedial action

## TACT AND DIPLOMACY

displays a high degree of tact and diplomacy

handles situations with poise, understanding and tact

works well with others in the solution of mutual problems

respects the opinions, abilities and contributions of others

is cooperative and open-minded in working with others

effectively turns defensive situations into supportive relationships

takes appropriate action without offending

handles situations without raising antagonism or hostility

handles situations in a calm, objective manner

effectively resolves misunderstandings

accomplishes results without creating friction

is tactful in conflict situations

negotiates with tact

displays trust and mutual understanding

employs procedures that reveal poise

## TACT AND DIPLOMACY

accepts constructive criticism

tactfully admits mistakes and errors

displays proper etiquette

follows proper protocol

displays excellent mannerisms



## TIME MANAGEMENT

- achieves maximum time effectiveness
- places a high value on time effectiveness
- excels in priority determinations
- demonstrates effective allocation of time resources
- concentrates on activities with a high payoff
- concentrates on areas yielding the greatest return
- eliminates tasks which contribute the least to organizational goals
- identifies unessential activities
- uses systematic methods to accomplish more in less time
- schedules time effectively
- effectively uses the calendar
- sets realistic time goals
- maximizes peak times
- makes effective use of discretionary time
- uses time productively
- maintains control over interruptions

## TIME MANAGEMENT

- avoids time snares
- identifies and eliminates time wasters
- effectively controls telephone, visitors and other time traps
- schedules all appointments
- effectively eliminates unnecessary paperwork
- delegates for maximum time effectiveness
- works smarter, not harder
- avoids confusing activity with accomplishment

## VERSATILITY (

possesses many talents and capabilities

demonstrates competence in many areas

has the ability to perform a wide range of assignments

demonstrates diversified skills

extremely versatile

effectively handles special assignments

displays flexibility in adapting to changing conditions

effectively copes with accelerating changes

is flexible and open toward change

extremely valuable in providing back-up support for other jobs

## WRITING ABILITY

writes letters, memos and reports that command attention and achieve results

writes with remarkable clarity and consistency

writes to convey a positive impression.

writes in a positive tone

writes in a positive manner to reflect favorably upon the organization

writes reports that achieve maximum impact

prepares concise and meaningful reports

writes proposals that win approval

prepares persuasive group presentations

demonstrates creative writing ability

writes memos, letters and reports that reflect professional expertise

## II. HELPFUL ADJECTIVES

absolute  
accurate  
active  
adept  
affirmative  
alert  
ambitious  
analytical  
articulate  
calm  
capable  
charismatic  
clear-thinking  
competent  
complete  
comprehensive  
concise  
confident  
conscientious

## HELPFUL ADJECTIVES

considerable  
consistent  
constructive  
cooperative  
courageous  
courteous  
creative  
curious  
decisive  
dedicated  
dependable  
determined  
diligent  
diplomatic  
discreet  
dynamic  
eager  
effective  
efficient

## HELPFUL ADJECTIVES

eminent  
energetic  
enterprising  
enthusiastic  
excellent  
exceptional  
extraordinary  
extreme  
factual  
favorable  
fine  
flexible  
forceful  
foremost  
forward-looking  
genuine  
good-natured  
harmonious  
helpful  
high  
honest  
imaginative  
important  
independent  
industrious  
innovative  
intense  
involved  
keen  
knowledgeable  
loyal  
major  
mature  
maximum  
meaningful  
motivated  
neat  
objective

## HELPFUL ADJECTIVES

observant  
open-minded  
optimal  
optimistic  
orderly  
organized  
original  
outstanding  
patient  
perceptive  
perfect  
persevering  
persuasive  
pleasant  
poised  
polished  
positive  
powerful  
practical

precise  
predictable  
productive  
professional  
progressive  
prominent  
proper  
prudent  
punctual  
quick  
rational  
realistic  
reliable  
remarkable  
resourceful  
respectful  
responsive  
self-confident  
self-demanding

## HELPFUL ADJECTIVES

significant  
sincere  
sizable  
sound  
special  
splendid  
stern  
strong  
successful  
superior  
supportive  
systematic  
tactful  
thorough  
trustworthy  
understanding  
unique  
unlimited  
unusual

valuable  
versatile  
vigorous  
well-liked  
winning  
worthy

### III. HELPFUL VERBS

**HELPFUL VERBS**

accentuates  
 accepts  
 accomplishes  
 accounts  
 achieves  
 acquaints  
 acquires  
 acts  
 actuates  
 adapts  
 adheres  
 adjusts  
 administers  
 advances  
 advises  
 analyzes  
 anticipates  
 applies  
 appraises

appropriates  
 approves  
 arises  
 arranges  
 articulates  
 ascends  
 ascertains  
 aspires  
 assembles  
 asserts  
 assigns  
 assists  
 assumes  
 assures  
 attains  
 attempts  
 attends  
 authorizes  
 averts

**HELPFUL VERBS**

builds  
 calculates  
 capitalizes  
 carries out  
 challenges  
 checks  
 collaborates  
 commands  
 communicates  
 compiles  
 completes  
 complies  
 comprehends  
 computes  
 concentrates  
 conducts  
 conforms  
 conjects  
 considers

consolidates  
 consults  
 contemplates  
 continues  
 contributes  
 controls  
 conveys  
 cooperates  
 coordinates  
 copes  
 creates  
 dedicates  
 delegates  
 demonstrates  
 determines  
 develops  
 devotes  
 directs  
 discusses

displays  
 disseminates  
 distinguishes  
 drafts  
 effects  
 emphasizes  
 employs  
 encompasses  
 encourages  
 enforces  
 enhances  
 enlightens  
 establishes  
 evaluates  
 evidences  
 examines  
 excels  
 executes  
 exercises

**HELPFUL VERBS**

expects  
 expedites  
 explores  
 expresses  
 faces  
 facilitates  
 focuses  
 follows-up  
 formulates  
 fosters  
 fulfills  
 furnishes  
 gains  
 generates  
 gives  
 grasps  
 handles  
 helps  
 identifies

## HELPFUL VERBS

implements  
impresses  
improves  
influences  
informs  
initiates  
inspects  
inspires  
insures  
interacts  
interprets  
interviews  
investigates  
issues  
judges  
keeps  
knows  
learns  
maintains

makes  
manages  
meets  
motivates  
necessitates  
negotiates  
notifies  
obtains  
operates  
orchestrates  
organizes  
overcomes  
oversees  
paces  
participates  
perceives  
performs  
perpetuates  
plans

possesses  
practices  
prepares  
presumes  
prevents  
processes  
produces  
projects  
promotes  
proposes  
provides  
pursues  
radiates  
realizes  
receives  
recognizes  
recommends  
records  
reflects

## HELPFUL VERBS

regards  
regulates  
reinforces  
relates  
releases  
relies  
reports  
represents  
requires  
resolves  
respects  
responds  
reviews  
revises  
schedules  
secures  
seeks  
serves  
shows

## HELPFUL VERBS

solves  
sparks  
stimulates  
strengthens  
strives  
studies  
submits  
supervises  
supports  
sustains  
takes  
thinks  
tolerates  
trains  
treats  
understands  
uses  
utilizes  
verifies  
weighs

**IV. GUIDELINES FOR  
SUCCESSFUL EVALUATIONS**



# GUIDELINES FOR SUCCESSFUL EVALUATIONS

## I. RATE OBJECTIVELY

You can improve the accuracy of your ratings by recognizing the following factors that subvert evaluations:

### 1. THE HALO EFFECT:

The tendency of an evaluator to rate a person good or bad on all characteristics based on an experience or knowledge involving only one dimension.

### 2. LENIENCY TENDENCY:

A tendency toward evaluating all persons as outstanding and to give inflated ratings rather than true assessments of performance.

### 3. STRICTNESS TENDENCY:

The opposite of the leniency tendency; that is, a bias toward rating all persons at the low end of the scale and a tendency to be overly demanding or critical.

## 4. AVERAGE TENDENCY:

A tendency to evaluate every person as average regardless of major differences in performance.

Legislation, court cases and government directives have added a new dimension to the performance appraisal process. Employee evaluations may become a key issue in litigation. Clearly, the accuracy of performance appraisals is a requirement of the highest priority.

## II. USE SIGNIFICANT EXAMPLES

Most appraisal systems require the rater to cite examples of performance. Examples should be objective and specific rather than subjective and general.

Whenever possible, use quantitative examples which can be expressed in numerical terms using figures, percentages or amounts. For example, it is preferable to state "exceeded sales objective by 10%" rather than "exceeded sales objective."

## III. PLAN FOR APPRAISAL INTERVIEW

The appraisal interview is one of the most important elements of the evaluation process. The purpose of the interview is to review performance and let people know how they are doing. You can improve the effectiveness of the interview by adhering to the following guidelines:

- select a quiet, comfortable and appropriate location
- plan to avoid interruptions
- allow ample time for the discussion
- put the person at ease
- conduct the interview in a positive manner
- review the ratings by category
- keep the interview performance oriented
- encourage the person to talk
- listen carefully
- avoid the defensive
- respond to objections, problems and disagreements
- concentrate on facts
- be honest
- be a coach, not a judge
- place emphasis on positive reinforcement
- develop positive action plans
- end the interview on a positive and supportive basis

#### IV. EMPHASIZE FUTURE DEVELOPMENT

Effective performance appraisal programs place emphasis on planning for future development. The attainment of organizational goals coupled with maximum employee growth is the mark of true management success. You can develop the full potential of subordinates by implementing the following:

1. Analyze performance and develop appropriate strategies for strengthening areas in need of improvement.
2. Develop a goal-oriented plan to prepare for greater responsibility.
3. Establish follow-up plans to ensure employee growth.
4. Use positive reinforcement to motivate.

#### V. EMPHASIZE THE POSITIVE

The positive use of performance appraisals combined with sound management practice will contribute to the improved effectiveness of any organization.

COMMENT

COMMENTS