**Links:**

[**https://blog.vantagecircle.com/appraisal-comments/**](https://blog.vantagecircle.com/appraisal-comments/)

[**https://status.net/articles/performance-review-phrases-examples/**](https://status.net/articles/performance-review-phrases-examples/)

[**http://www.southeastern.edu/admin/hr/ee\_and\_mngr\_info/manager\_information/ppr\_comments/index.html**](http://www.southeastern.edu/admin/hr/ee_and_mngr_info/manager_information/ppr_comments/index.html)

**Positive:**

Great Leadership Quality

High Team Spirit

Well Done!

Way to go!

Great Job!

**Nagative:**

Appreciate Others

Collaborate more

Come on time

Take more risks

Scope for improvement

Attendance:

**POSITIVE**

a. “You always come in on time, follow your schedule and adhere to your designated lunch break time.”  
b. “She meets all company standards for attendance and punctuality.”  
c. “You schedule your time off in advance and can be relied upon for completing your tasks on time.”  
d. “He replies to emails and calls in time.”

**NEED FOR IMPROVEMENT**

a. “He takes too many personal calls in a day.”  
b. “You repeatedly exceed your lunch break time that interferes with your work schedule.”  
c. “You often come late to the office causing scheduled meetings to start late. It also affects others’ schedule. You need to keep up with your schedule so your coworkers can keep up with theirs too.”

Innovation and Creativity:

**POSITIVE**

a. “You often find new and innovative solutions to a problem.”  
b. “She has a knack for thinking outside-the-box.”  
c. “His creative skills are an asset to the team.”  
d. “You have a unique imagination and have come up with some of the most creative ideas we’ve ever seen.”

**NEED FOR IMPROVEMENT**

a. “You tend to avoid projects that require creative thinking.”  
b. “He likes to take a traditional and risk-averse approach to things over a creative one.”  
c. “You do not encourage your team your team to find creative solutions.”  
d. “You are too afraid of taking risks on a creative solution.”  
e. “Your approach to problems is often rigid and conventional.”

Leadership:

**POSITIVE**

a. “You effectively manage your team and conduct specific exercises to [*strengthen the team*](https://blog.vantagecircle.com/company-outing-ideas/).”  
b. “You are fair and treat every employee in your team equally and respectfully.”  
c. “She provides employees with the [*resources and training*](https://blog.vantagecircle.com/employee-training-elearing/) required to fulfil a responsibility.”  
d. “You hold employees responsible for their performance.”  
e. “He maintains a culture of transparency and knowledge-sharing across all levels in your department.”  
f. “You communicate openly with your team.”  
g. “You acknowledge accomplishments and recognise employees fairly.”

**NEED FOR IMPROVEMENT**

a. “You are biased and favour some employees more than others in your team.”  
b. “You get frustrated with new hires easily and don’t coach them properly.”  
c. “He provides no recognition to a team member’s effort and hardwork.”  
d. “You can’t explain the goals and objectives of a task clearly to an employee.”  
e. “She often creates a communication gap and withholds information from her subordinates.”  
f. “You fail to delegate tasks effectively and fairly among your team.”

Communication Skills

**POSITIVE**

a. “You are spoken highly of by your peers because of your ability to [*build good relationships*](https://blog.vantagecircle.com/internal-communication-is-important/).”  
b. “You communication skills are great and you can make others understand your point clearly.”  
c. “She is precise in giving out directions and effectively communicates what she expects from her team members.”  
d. “Your [*willingness to listen*](https://blog.vantagecircle.com/active-listening/) to others and understand their point of view is highly appreciated by your peers.”  
e. “You are adept at communicating difficult messages and decisions skillfully.”

**NEED FOR IMPROVEMENT**

a. “You fail to communicate with your peers effectively and this is causing a lot of misunderstanding within the team.”  
b. “Your direct and impersonal approach to handling discussions is ineffective in [*boosting the morale*](https://blog.vantagecircle.com/improve-employee-morale-in-workplace/) of those around you.”  
c. “You need improvement in replying to emails promptly.”  
d. “You humiliate peers on a regular basis.”  
e. “He interrupts others in discussions and important meetings.”

Collaboration and Teamwork

**POSITIVE**

a. “You are a great team player. Your team members [*respect and appreciate you*](https://blog.vantagecircle.com/peer-recognition/).”  
b. “You can be relied upon by team members.”  
c. “He works to be the best for the team and not be the best of the team.”  
d. “You support others in fulfilling their tasks and are always ready to help others.”  
e. “You respect others and give everyone equal opportunities to express their opinions.”

**NEED FOR IMPROVEMENT**

a. “You are inconsiderate towards’ others’ opinions and ideas.”  
b. “She tries to take credit for the work done by her team.”  
c. “You try to use your seniority to dominate your team members.”  
d. “He rarely comes up with concrete solutions that will help the team complete the project.”  
e. “You exceed expectations when working solo but you seem to have trouble expressing ideas and opinions in a team.”

### Time Management

**POSITIVE**

a. “You deliver urgent work without compromising on the details.”  
b. “You always meet your deadlines and make the best use of your time.”  
c. “She expertly prioritizes work without getting tangled in endless details.”  
d. “You exceeded our expectations by delivering more than assigned work despite the tight schedule.”

**NEED FOR IMPROVEMENT**

a. “You constantly push deadlines and fail to deliver on time.”  
b. “You are usually unable to calculate the time required to complete a task and therefore end up missing deadlines.”

c. “She lacks a sense of urgency.”  
d. “You have started delivering low quality work just to finish your work on time.”

### Customer Experience

**POSITIVE**

a. “He works well with all types of clients.”  
b. “Clients usually seek your guidance and expertise.”  
c. “You are honest and always admit when you don’t have the knowledge about something.”  
d. “You regularly follow up with existing and new clients to make sure they feel valued and reminded about us.”

**NEED FOR IMPROVEMENT**

a. “She delays her responses to clients without giving them any reason for her delay.”  
b. “You need to tailor your customer service to suit individual customers’ needs. You ought to provide a diverse customer experience.”

### Problem Solving

**POSITIVE**

a. "You are very articulate and explain your ideas and opinions clearly leaving no room for miscommunication."  
b. "He gathers all the necessary facts and information before finding a solution to a problem."  
c. "Your best quality is that when faced with a problem, you listen first, take into account everything and then try to come up with a solution."  
d. "She always comes up with unique yet practical solutions."

**NEED FOR IMPROVEMENT**

a. "You need to be more assertive and decisive when giving out directions."  
b. "He is always hurrying in making his decisions without taking into account the full details of the problem."  
c. "You should collaborate with others more to come up with solutions together."

### Work-Ethics

**POSITIVE**

a. "You are respectful and fair towards everyone in the organisation."  
b. "He is regarded as highly credible by those working with him."  
c. "She is very punctual and understands the value of others’ time. She is never late to a meeting."  
d. "You have portrayed exemplary behaviour in all aspects of work."  
e. "You abide by the company’s rules and policies."

**NEED FOR IMPROVEMENT**

a. "He sets integrity aside when pursuing his goals."  
b. "Your behaviour towards colleagues isn’t appropriate."  
c. "She is unresponsive to employees’ concerns regarding unfair treatment."  
d. "You play favouritesn and are biased in your judgements."  
e. "He doesn’t take into account other people’s opinions when making important decisions."

### Productivity

**POSITIVE**

a. "You have displayed a highly consistent level of performance in your work."  
b. "She is always seeking opportunities to be more productive."  
c. "Your positive attitude to your work encourages others to perform well too."  
d. "She is a very detail-oriented person which reflects positively in her work."  
e. "He shares his knowledge of industry trends and best practices to achieve enhanced outcomes in his job."

**NEED FOR IMPROVEMENT**

a. "Your work doesn’t comply with the required output standards."  
b. "You should take up more training and development courses to enhance your skills and knowledge."  
c. "The quality of your work has been unsatisfactory lately."  
d. "He needs to focus more on the details and nitty-gritties before handing over a project."  
e. "Instead of completing the urgent assignments first, she does the easier ones and puts off the urgent ones."

### Interpersonal Skills

**POSITIVE**

a. "You communicate your ideas and vision clearly so others can understand it easily and quickly."  
b. "He appreciates the efforts taken by others to achieve a target and encourages them to be better."  
c. "Even when disagreeing with others, you do it gracefully and respectfully."  
d. "You can adapt easily to various situations and different kinds of people."  
e. "You are equal in your treatment to everyone and communicate with your peers respectfully."

**NEED FOR IMPROVEMENT**

a. "He seems to find it difficult to express his emotions and feelings which often causes misunderstandings."  
b. "When given any kind of feedback, you don’t take it in a positive manner."  
c. "She does not take the time to develop and sustain positive and beneficial relationships."  
d. "You don’t tend to listen to and take other people’s opinions into consideration."  
e. "He doesn’t contribute effectively in his teams activities."