# 150+ performance review examples and phrases

Take your performance reviews to the next level with our thoughtfully curated performance review examples and phrases, organized by skill set.

## Attendance

Use the following performance review examples to acknowledge your team member’s attendance record strengths:

* “Consistently arrives on time for meetings and work shifts, setting a positive example for the team”
* “Respects team schedules by providing advance notice for paid time off (PTO) and arranging coverage”
* “Sets a reliable foundation for team projects by being present when colleagues depend on them”
* “Shows professionalism by arriving prepared and on time for customer-facing meetings”
* “Contributes to team efficiency by maintaining a predictable work schedule”
* “Values team collaboration by being present for important project milestones”
* “Highly communicative during the rare occasions they have to leave work early”

Help your team member improve on attendance-related challenges with constructive feedback like:

* “Has been late to team meetings on several occasions this quarter, making project coordination unpredictable”
* “Could improve communication around planned absences to help the team prepare for coverage”
* “Could improve professional relationships by arriving on time for customer meetings”
* “Frequent last-minute time-off requests create scheduling challenges for the team”
* “Inconsistent arrival times make it difficult to plan collaborative work sessions”
* “Late arrivals to morning meetings cause the team to repeat important information”
* “Unplanned absences have impacted project timelines and team workload distribution”

## Communication and teamwork

Highlight the specific ways your team members communicate and work well together with these performance review examples:

* “Articulates complex ideas clearly to both technical and non-technical audiences”
* “Actively listens to colleagues and incorporates diverse perspectives into decision-making”
* “Collaborates effectively across departments to achieve shared project goals”
* “Provides timely and constructive feedback that helps team members grow”
* “Facilitates productive discussions by asking thoughtful questions and summarizing key points”
* “Adapts communication style appropriately for different stakeholders and situations”
* “Shares knowledge generously, helping colleagues develop new skills and understanding”
* “Strengthens humanity in the workplace through consistent, respectful communication”
* “Contributes valuable insights during brainstorming sessions and strategic planning”

Constructive feedback on how to improve communication and teamwork include:

* “Could improve written communication by being more concise and action-oriented in emails”
* “Would benefit from active listening skills during team discussions and feedback sessions to give others more room to contribute ideas”
* “Sometimes shares information after decisions are made rather than during planning phases, causing disruptions that slow production”
* “Could adapt communication style more effectively for different audience types”
* “Could strengthen team relationships by providing more regular project updates”
* “Sometimes misses nonverbal cues during conversations, leading to misunderstandings”
* “Would benefit from opening up to the team when new tasks exceed personal bandwidth and affect output”

## Attitude and cultural fit

Use these performance review phrases to give your team members insight into how well they’re aligning with company culture:

* “Consistently embodies our core company values of innovation and accountability through constant iteration and by turning missteps into growth opportunities”
* “Maintains a positive outlook even during challenging projects and tight deadlines, helping the team stay focused and productive”
* “Contributes to a supportive and inclusive team environment where everyone feels valued and employee recognition is top of mind”
* “Demonstrates professionalism in all interactions with colleagues, customers, and partners”
* “Approaches problems with curiosity and optimism, inspiring creative solutions”
* “Shows genuine interest in colleagues' success and offers help when needed”
* “Demonstrates resilience by learning from setbacks and maintaining forward momentum”

Some constructive examples of how to help your people become one with your company’s core values include:

* “Could work on maintaining a more positive attitude during periods of organizational change”
* “Sometimes makes comments that unintentionally impact team morale during stressful periods”
* “Would benefit from more actively participating in team-building activities and social events to strengthen relationships and build community”
* “Could demonstrate stronger alignment with our value of transparency in daily interactions by sharing new information promptly”
* “Would strengthen employee relations by showing more interest in colleagues' perspectives and ideas”
* “Could improve professional demeanor during challenging conversations with stakeholders by owning mistakes and sharing the steps taken to resolve them”
* Could be more proactive in asking for resources or upskilling opportunities”

## Efficiency and time management

Below are performance review phrases that highlight how well your people are doing with managing their time:

* “Consistently meets or exceeds deadlines for assigned projects without sacrificing quality”
* “Effectively prioritizes tasks based on strategic importance and business impact”
* “Manages multiple competing priorities without becoming overwhelmed or missing commitments”
* “Creates efficient workflows that save time for the entire team”
* “Demonstrates excellent planning skills by breaking complex projects into manageable steps”
* “Uses time productively by focusing on high-value activities that drive results”
* “Anticipates potential delays and communicates proactively about timeline adjustments”
* “Maintains consistent productivity levels throughout busy periods and deadline crunches”
* “Optimizes daily schedule to accommodate both individual work and collaborative activities”

Provide guidance on how to boost efficiency and time management with the following examples:

* “Could improve estimation of time needed for complex tasks and project phases”
* “Would benefit from proactive communication when deadlines might be at risk”
* “Could be more efficient by reducing time spent on low-value administrative activities”
* “Would benefit from better planning to avoid last-minute scrambles before deadlines”
* “Sometimes takes on too many commitments simultaneously, affecting the quality of deliverables”
* “Could improve productivity by minimizing distractions during focused work time”
* Would benefit from incorporating more automation tools into personal workflows to improve efficiency”

## Dependability

Show appreciation for your team member’s reliability with these feedback examples:

* “Dependably delivers high-quality work on schedule”
* “Takes full ownership of assigned responsibilities and sees projects through to completion”
* “Proactively communicates potential obstacles before they become significant problems”
* “Maintains consistent performance standards regardless of workload or external pressures”
* “Takes initiative to address problems without waiting for direction from managers”
* “Demonstrates reliability by being available when colleagues need support or guidance”
* “Shows accountability by acknowledging mistakes quickly and working to resolve them”
* “Demonstrates trustworthiness with sensitive information and important customer relationships”

Help your team member strengthen their dependability muscles using the following performance review phrases:

* “Could meet commitments made during team meetings more consistently”
* “Would benefit from improving follow-through on action items and project deliverables”
* “Sometimes overpromises on timelines, creating unrealistic expectations for stakeholders”
* “Could provide more regular status updates on project progress and potential challenges”
* “Could strengthen workflows by speaking up sooner when needing a deadline extension”
* “Sometimes requires multiple reminders to complete assigned tasks and responsibilities”
* “Could improve accountability by taking more ownership of project outcomes”

## Leadership

Show appreciation for your people’s leadership skills with these performance review examples:

* “Effectively mentors junior team members, helping them develop new skills and confidence”
* “Takes initiative to address problems and opportunities without waiting for direction”
* “Inspires others through consistent demonstration of our values and work standards”
* “Makes thoughtful decisions that balance individual needs with team and organizational goals”
* “Provides clear direction and support when leading cross-functional projects”
* “Encourages employee empowerment and innovation by creating safe spaces for team members to share ideas”
* “Demonstrates emotional intelligence by understanding and responding to team dynamics”
* “Takes on challenging assignments willingly and helps others navigate similar challenges”
* “Shows vision by connecting daily work to larger organizational objectives”

Empower team members to strengthen their leadership skills with constructive feedback like:

* “Could improve delegation skills to develop team members more effectively”
* “Would benefit from giving project teams more precise instructions”
* “Sometimes hesitates to make difficult decisions, creating uncertainty for team members”
* “Could strengthen leadership by soliciting more input before finalizing important plans”
* “Would be more effective by adapting leadership style to different team members’ needs”
* “Could improve influence by building stronger relationships across different departments”
* “Would benefit from developing more comfort with giving constructive feedback to peers”

## Career development

Below are examples of positive career development feedback that celebrates your team member’s progress:

* “Actively seeks opportunities to learn new skills and stay current with industry trends”
* “Has made significant progress in developing expertise in data analysis and interpretation”
* “Takes ownership of professional development by regularly seeking feedback and guidance”
* “Applies new knowledge effectively to improve work outcomes and team processes”
* “Demonstrates a growth mindset by embracing challenges as learning opportunities”
* “Shares newly acquired skills with colleagues, contributing to overall team capability”
* “Pursues continuous learning through formal training, conferences, and self-directed study”
* “Shows initiative by identifying skill gaps and creating development plans to address them”
* “Seeks stretch assignments that build new competencies and expand experience”

Here are constructive performance review phrases to help your team members level up their career development efforts:

* “Could be more proactive about seeking learning opportunities and professional development”
* “Would benefit from focusing learning and development efforts on project management and planning skills”
* “Could improve by more consistently applying training concepts to daily work situations”
* “Would grow faster by seeking feedback more regularly from managers and colleagues”
* “Could strengthen career prospects by developing stronger presentation and public speaking skills”
* “Would benefit from building broader business knowledge beyond their current functional area”
* “Could improve marketability by pursuing relevant certifications or advanced training”

## Creativity

Positive phrases to highlight your team member’s creative contributions include:

* “Consistently generates innovative solutions to complex business problems”
* “Approaches challenges with fresh perspectives that drive meaningful results”
* “Encourages creative thinking among team members through brainstorming and collaboration”
* “Effectively balances creative approaches with practical implementation considerations”
* “Brings unique insights that help the team see problems and opportunities differently”
* “Develops original ideas that improve processes and enhance customer experiences”
* “Demonstrates artistic thinking by finding elegant solutions to technical challenges”
* “Inspires innovation by questioning assumptions and exploring alternative approaches”
* “Contributes creative energy that makes team projects more engaging and effective”

Encourage your team members to tap into their creativity more with the following constructive performance review phrases:

* “Could benefit from considering more innovative approaches to recurring business problems”
* “Would add value by contributing more original ideas during team brainstorming sessions”
* “Sometimes relies too heavily on established methods rather than exploring new possibilities”
* “Could strengthen creative thinking by seeking inspiration from other industries and disciplines”
* “Would benefit from balancing creative ideas with practical implementation timelines”
* “Could improve innovation by building on others' ideas rather than dismissing them quickly”
* “Could enhance creativity by taking more calculated risks with new approaches”

## Adaptability and flexibility

Use the following positive performance review phrases to acknowledge your team’s ability to adapt and adjust course:

* “Adapts quickly to changing priorities without losing momentum or quality standards”
* “Remains effective professionally and maintains a positive attitude during periods of organizational uncertainty”
* “Helps others navigate change by providing support, perspective, and practical guidance”
* “Demonstrates resilience when facing setbacks, learning from challenges, and moving forward”
* “Embraces new technologies and processes, becoming proficient quickly, and helping others learn”
* “Adjusts work style effectively when collaborating with different personality types”
* “Shows flexibility by taking on new responsibilities when the team needs to shift”
* “Maintains performance standards even when working in unfamiliar situations or environments”
* “Demonstrates openness to feedback and willingness to modify approaches based on input”

To help your people become more agile, start with the following constructive feedback examples as a jumping off point:

* “Could improve response to unexpected changes in project priorities and timelines by checking for updates at consistent intervals”
* “Would benefit from timeboxing to help maintain productivity during periods of organizational transition”
* “Sometimes struggles to adapt work and communication styles when collaborating with new team members”
* “Could develop more comfort with ambiguity and uncertainty in project requirements”
* “Would benefit from being more open to new processes and technological solutions”
* “Could improve flexibility by considering alternative approaches when initial plans don't work”
* “Would strengthen adaptability by viewing changes as opportunities rather than obstacles”

## Quality of work

Praise your people’s quality of work with the following performance review examples:

* “Consistently produces work that exceeds quality expectations and industry standards”
* “Demonstrates meticulous attention to detail in all deliverables and communications”
* “Maintains high standards even when working under tight deadlines and pressure”
* “Proactively reviews work to identify and address potential concerns before submission”
* “Delivers error-free work that requires minimal revision or correction”
* “Takes pride in craftsmanship, ensuring every deliverable reflects professional excellence”
* “Implements quality control processes that improve team-wide work standards”
* “Demonstrates commitment to excellence by going beyond minimum requirements”
* “Produces work that serves as a model for other team members to follow”

Use the following constructive feedback examples to improve your team’s quality of work:

* “Could implement more thorough quality checks before submitting work for review”
* “Would benefit from improving attention to detail, particularly in written communications”
* “Sometimes rushes through final review stages, leading to preventable errors”
* “Could enhance quality by allocating more time for revision and refinement”
* “Would deliver better results by following established processes and checklists more consistently”
* “Could improve accuracy by double-checking calculations and data before sharing with stakeholders”
* “Would benefit from seeking peer review on important deliverables before final submission”

## Customer service

Positive customer-centric performance review examples include:

* “Consistently receives positive feedback from customers for responsiveness and helpfulness”
* “Effectively balances customer needs with organizational priorities and constraints”
* “Anticipates customer requirements and addresses potential concerns proactively”
* “Turns challenging customer interactions into opportunities for relationship building”
* “Demonstrates patience and professionalism when handling difficult customer situations”
* “Goes above and beyond to ensure customer satisfaction and successful outcomes”
* “Builds strong customer relationships through consistent follow-up and communication”
* “Shows empathy and understanding when customers face challenges or frustrations”
* “Contributes to customer retention through excellent service and relationship management”

If your team’s customer service interactions need a polish, here are some constructive phrases to use:

* “Could improve response time to customer inquiries and service requests”
* “Would benefit from communicating timelines and expectations more clearly to customers”
* “Sometimes struggles to find solutions when customers have complex or unusual requests”
* “Could improve ability to identify and address customer needs proactively to avoid future problems”
* “Would strengthen customer relationships by providing more regular updates on project progress”
* “Could enhance service quality by following up more consistently after resolving customer concerns”
* “Would benefit from better strategies for managing demanding customer expectations”

## Bonus: Self-performance review examples

Here’s a consolidated bulleted list of ten impactful self-evaluation examples—blending strengths and areas of improvement across different categories—that you can share with your people:

* **Strength:** I exceeded my sales target by 25 percent by improving prospect targeting and nurturing relationships with current clients, which led to upsells.
* **Strength:** I successfully led a cross-functional team on a project with a tight deadline, ensuring project completion on time and within budget.
* **Strength:** I introduced an AI-powered coding tool to the engineering team, which significantly boosted productivity.
* **Strength:** I consistently finish my tasks on time and rarely delay any project.
* **Strength:** I surpassed the user engagement KPI by redesigning our onboarding experience, resulting in a 20 percent increase in retention.
* **Improvement:** I need to improve my written communication when documenting reports and instructions.
* **Improvement:** While I generate many creative ideas, I struggle to turn them into actionable plans. I’ll collaborate more closely with relevant departments to improve implementation.
* **Improvement:** I occasionally struggle prioritizing tasks and asking for help, which can slow me down.  
  **Improvement:** I sometimes confuse emotional intelligence with logic and apathy, which can lead to less connection in my interactions.
* **Improvement:** While I excel at short-term decisions, I need to develop long-term, data-driven thinking.