

Performance Review Examples

Performance review examples by competency

Communication performance review examples	
Positive phrases	Constructive phrases
Explains complex updates in plain language the whole team can follow.	Could confirm understanding at the end of important conversations.
Keeps stakeholders informed on progress, risks, and next steps without being prompted.	Would help the team by sharing updates earlier, before issues affect the timeline.
Listens carefully and responds to questions before moving on.	Can work on summarizing key points so long messages are easier to act on.
Adjusts tone and detail well for different audiences.	Has an opportunity to invite quieter colleagues into discussions.

Teamwork performance review examples	
Positive phrases	Constructive phrases
Works well across the team and helps colleagues when workloads spike.	Could contribute more consistently to group discussions.
Shares information openly so the group stays aligned.	Would benefit from keeping teammates updated on progress and blockers.
Contributes ideas that improve how the team works together.	Has room to involve others earlier when making decisions that affect the team
Steps in to support shared goals without being asked.	Can work on balancing individual tasks with shared priorities.

Job knowledge performance review examples	
Positive phrases	Constructive phrases
Shows strong command of the role and applies it well in daily work.	Could continue building depth in a few key areas of the role.
Understands the tools and processes the job depends on.	Would benefit from a stronger grasp of core processes or systems.
Shares knowledge with colleagues and helps solve work-related questions.	Has an opportunity to seek information before moving ahead on unfamiliar tasks.
Applies new information quickly to unfamiliar situations.	Can work on applying knowledge independently with less guidance.

Productivity and quality of work performance review examples	
Positive phrases	Constructive phrases
Delivers a steady volume of work while keeping quality high.	Could improve consistency in output across busier periods.
Produces accurate, thorough work that rarely needs rework.	Would benefit from an extra review step to catch avoidable errors.
Manages time and priorities well to meet deadlines.	Has room to prioritize higher-impact work when the workload grows.
Applies feedback to raise the quality of later work.	Can work on estimating timelines more accurately.

Initiative performance review examples	
Positive phrases	Constructive phrases
Identifies opportunities and acts on them without prompting.	Could be more proactive in spotting and acting on opportunities.
Suggests improvements to processes rather than waiting for direction.	Would benefit from suggesting improvements instead of waiting for guidance.
Takes ownership of tasks and follows them through independently.	Has room to take ownership earlier, without reminders.
Looks for ways to learn beyond immediate responsibilities.	Can work on seeking out new challenges more actively.

Problem-solving performance review examples	
Positive phrases	Constructive phrases
Breaks complex problems into clear, manageable steps.	Could gather a bit more information before settling on a solution.
Weights the options and explains the reasoning behind a decision.	Would benefit from involving the right people earlier in tricky decisions.
Stays calm under pressure and keeps work moving toward a solution.	Has room to consider a wider range of options before deciding.
Brings solutions to the table, not just problems.	Could document how a problem was solved so others can learn from it.

Adaptability performance review examples

Positive phrases	Constructive phrases
Adjusts quickly and stays focused when priorities change.	Could stay more solution-focused when plans change at short notice.
Responds to new tools and processes with an open mind.	Would benefit from being more open to new approaches before ruling them out.
Keeps a steady output during periods of uncertainty.	Has room to manage stress more steadily during busy periods of change.
Supports the team in adapting to change rather than resisting it.	Could adapt communication more when working with different teams.

Leadership performance review examples

Positive phrases	Constructive phrases
Gives clear direction so the team understands priorities and expectations.	Could set direction more clearly so expectations are easy to follow.
Supports team members with guidance, feedback, and encouragement.	Would benefit from giving feedback to the team more regularly.
Builds trust and motivates others to do their best work.	Has an opportunity to create more space for others to contribute.
Takes responsibility for team decisions and outcomes.	Can work on delegating routine work to focus on coaching.

Attitude performance review examples

Positive phrases	Constructive phrases
Brings a positive, constructive attitude, even during demanding periods.	Could be more mindful of how their tone affects team morale.
Approaches new tasks with energy and a willingness to contribute.	Would benefit from staying constructive when discussing setbacks.
Responds to feedback openly and acts on it.	Has room to engage more openly in team discussions.
Helps create a supportive, motivated team environment.	Could approach feedback with more openness to change.

Accountability performance review examples

Positive phrases	Constructive phrases
Takes responsibility for outcomes and follows through on commitments.	Could take firmer ownership of agreed responsibilities.
Acknowledges mistakes and uses them to improve.	Would benefit from flagging blockers earlier so the team can respond.
Communicates progress, blockers, and risks in good time.	Has room to acknowledge and correct mistakes more quickly.
Completes agreed actions and keeps others informed.	Can work on tracking agreed actions through to completion.

Safety performance review examples

Positive phrases	Constructive phrases
Follows safety procedures consistently and helps keep the workspace safe.	Could follow safety procedures more consistently to reduce risk.
Raises potential safety concerns promptly rather than waiting.	Would benefit from reporting hazards as soon as they appear.
Uses equipment and tools correctly and responsibly.	Has room to be more careful when using equipment or tools.
Takes responsibility for their own safety and that of colleagues.	Could take a more active role in preventing safety issues.

Self-performance review examples

Positive phrases	Constructive phrases
I met my deadlines throughout the year, including during the Q1 launch.	I aim to set clearer personal goals and track my progress more regularly.
I supported two new team members and helped them get up to speed on our tools.	I want to flag project risks earlier, so the team has more time to adjust.
I acted on my last review and now lead our monthly campaign updates.	I plan to strengthen my reporting skills so I rely less on support for data analysis.
I stepped in to help the team when priorities shifted, without being asked.	I'd like to speak up more in cross-team meetings to share my ideas.

Performance review examples by role

Manager performance review examples	
Positive phrases	Constructive phrases
Sets clear priorities so the team always knows what's expected.	Could delegate more routine work to free up time for coaching.
Coaches team members through challenges instead of stepping in to fix things.	Would benefit from giving feedback more regularly, not just at review time.
Adjusts plans calmly when priorities shift, and keeps the team steady.	Has an opportunity to involve the team earlier in decisions that affect them.

Customer service performance review examples	
Positive phrases	Constructive phrases
Handles difficult customer conversations calmly and resolves most issues on first contact.	Could improve follow-up on unresolved tickets to keep customers informed.
Communicates with customers clearly and with genuine empathy.	Would benefit from confirming expectations before committing to a resolution.
Sets clear expectations and follows through on what was promised.	Has room to stay solution-focused when conversations get tense.

Sales performance review examples	
Positive phrases	Constructive phrases
Exceeded the annual sales target and built strong relationships with key accounts.	Exceeded the annual sales target and built strong relationships with key accounts.
Keeps deals moving with consistent, well-timed follow-up.	Keeps deals moving with consistent, well-timed follow-up.
Shares what's working with the wider team, which lifts everyone's results.	Shares what's working with the wider team, which lifts everyone's results.

Performance review examples by timeframe

90-day performance review examples	
Positive phrases	Constructive phrases
Picked up our tools and processes quickly during the first three months.	Could take more ownership of their own accounts as they settle in.
Built good working relationships across the team early on.	Would benefit from asking questions earlier when priorities are unclear.
Asks thoughtful questions and applies the answers to their work.	Has room to build confidence working independently on routine tasks.
Already contributing to team tasks ahead of what we expected at this stage.	Could set a few clear goals for the rest of the first six months.

Mid-year performance review examples	
Positive phrases	Constructive phrases
On track with two of three annual goals at the halfway point.	Needs support to get the third goal back on track before year-end.
Applied feedback from the last review and improved response times.	Could set clearer milestones for the second half of the year.
Took on an unplanned project and still kept core work moving.	Would benefit from focusing on fewer priorities at once.
Communicates progress clearly, so there are no surprises at check-ins.	Has room to raise blockers sooner rather than at the mid-year point.

Annual performance review examples	
Positive phrases	Constructive phrases
Delivered consistently across the year and grew into more responsibility.	Could raise risks earlier so the team has time to adjust.
Met or exceeded most goals set at the start of the review period.	Would benefit from taking the lead on a full project next year.
Became a go-to person others rely on for support and knowledge.	Has room to turn strong ideas into consistent follow-through.
Improved steadily on the development areas from last year's review.	Could set more ambitious goals for the year ahead.

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