thrive at work

70 performance review phrases

Adapt each phrase to the person and add a specific example from the review period.

Results and delivery (strengths)

- Consistently delivers projects on time and to the agreed standard, including when priorities change at short notice.
- Delivered the Q3 migration two weeks early, which let the sales team launch on schedule.
- Sets realistic plans and keeps stakeholders updated, so there are few surprises.
- Takes ownership of outcomes, not just tasks.
- Exceeded the quarterly target by focusing on the accounts with the most potential.

Quality and accuracy (strengths)

- Reports are consistently accurate; stakeholders rarely need to ask follow-up questions.
- Pays close attention to detail without slowing the team down.
- Built a checklist that cut errors in month-end reporting.
- Holds a high standard and helps others meet it.
- Tests work thoroughly before handing it on.

Communication (strengths)

- Explains complex issues in plain language for non-specialists.
- Keeps the team informed with short, clear updates.
- Listens well and summarizes discussions accurately.
- Handles difficult conversations with clients calmly and honestly.
- Writes concise emails that lead to quick decisions.

Collaboration and teamwork (strengths)

- Regularly helps colleagues unblock their work, especially new joiners.
- Shares knowledge openly and credits others.
- Builds strong working relationships with other teams.
- Resolves disagreements constructively.
- Puts team goals ahead of personal credit.

Initiative and problem solving (strengths)

- Spotted the billing error before customers did and fixed the process behind it.
- Proposes practical improvements rather than only raising problems.
- Learns new tools quickly and teaches others.
- Handles ambiguity well and moves work forward.
- Volunteered to lead the onboarding redesign.

Leadership and people (strengths)

- Gives clear, kind feedback; two team members cite them as the reason they grew this year.
- Delegates well and develops the team.
- Creates a team where people feel safe to raise problems.
- Leads by example on workload and time off.
- Handles underperformance early and fairly.

Workload and sustainability (strengths)

- Manages time well and protects focus time for priority work.
- Sets clear boundaries and still delivers.
- Raises capacity concerns early and constructively.
- Takes leave and returns energized.
- Helps the team plan realistic workloads.

Results and delivery (areas to develop)

- Several deadlines slipped late in the project; flag risks at the first sign of delay next period.
- Commits to more than can be delivered; agree the top three priorities weekly with your manager.
- Work is often complete but late; break large tasks into weekly milestones.
- Focuses on activity over outcomes; tie each task to the result it serves.
- Needs to escalate blockers sooner rather than waiting until the deadline.

Quality and accuracy (areas to develop)

- Small errors in client documents need a second check before sending.
- Rushes final steps when deadlines are tight; build in review time.
- Documentation is incomplete; colleagues struggle to pick up the work.
- Quality varies between projects; agree a standard checklist.
- Spends too long perfecting low-impact work; match effort to importance.

Communication (areas to develop)

- Stakeholders sometimes learn about changes late; send a short weekly status update.
- Messages are long; lead with the decision needed.
- Interrupts in meetings; let others finish before responding.
- Avoids difficult conversations until problems grow; raise issues earlier.
- Updates are inconsistent across channels; agree one place for status.

Collaboration and teamwork (areas to develop)

- Works in isolation on shared projects; involve colleagues earlier.
- Can be dismissive of ideas from other teams; ask questions before judging.
- Tends to take over tasks rather than coach others.
- Needs to respond to colleagues' requests more promptly.
- Conflict with one colleague is affecting the team; let us agree a way forward.

Initiative and problem solving (areas to develop)

- Waits for direction on routine decisions; you have the authority to decide.
- Raises problems without proposed solutions; bring one option next time.
- Sticks to familiar approaches; try one new method this quarter.
- Needs to ask for help sooner when stuck.
- Takes on side projects at the expense of core work.

Leadership and people (areas to develop)

- Keeps too much work personally; delegate one recurring task this quarter.
- One-to-ones are often cancelled; hold them every two weeks.
- Feedback is mostly positive; be more specific about what to improve.
- Team workload is uneven; review allocation monthly.
- Needs to explain decisions to the team, not only announce them.

Workload and sustainability (areas to develop)

- Has been working long hours for months; let us review workload together and protect recovery time.
- Rarely takes breaks or holidays; plan leave for the next quarter now.
- Says yes to every request; agree what to decline.
- Energy has dropped in recent months; let us talk about what would help.
- Works evenings regularly; agree a stopping time.

thrive at work measures capacity (energy, recovery, focus, resilience) and engagement in one anonymous survey.
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