

OVER ONE MILLION *PERFECT PHRASES*<sup>™</sup> BOOKS SOLD

# PERFECT PHRASES<sup>™</sup>

*for*

# PERFORMANCE REVIEWS

second edition



COMPLETELY  
REVISED  
AND UPDATED

**Hundreds of Ready-to-Use  
Phrases for Describing  
Employee Performance**

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## Negotiating Skills

### Outstanding

- Always negotiates successful win-win agreements
- Negotiated agreements that resulted in \_\_\_ new projects for company
- Contractees consistently positive about negotiation process
- Make no agreements that aren't in the company's interests
- Negotiated lower prices with three vendors, saving us \$5 million last year
- Legal always signs off on agreements
- Takes into consideration the needs of all stakeholders

### Exceeds Expectations

- Most negotiations go smoothly
- Legal seldom questions agreements
- Contractees happy with agreements
- Takes into consideration most contingencies
- Agreements she negotiated resulted in a 15 percent reduction in material costs

### Meets Expectations

- Can be trusted to negotiate in our company's interests
- Makes use of legal advice during negotiation
- Informs superiors of progress on negotiations
- Takes others' views into account
- Suitably prepares for negotiations
- Uses reason rather than emotion in negotiations

### Needs Improvement

- Does not adequately understand the give-and-take of negotiation
- Sometimes gets emotional during a negotiation
- Sometimes offers more than necessary to conclude negotiation
- Not well-prepared in some negotiation sessions

### **Unacceptable**

- Consistently tries to take advantage of others
- Does not prepare for negotiation sessions
- Negotiations often result in losses for company
- Often gets emotional while negotiating
- Is unaware of contingencies in an agreement
- Agreements more often lose–lose than win–win

### **Self-Monitoring/Self-Evaluation**

- I'd like you to think about all the negotiations you conducted this year—which stand out as the most successful and the least successful?
- Why you think some of your negotiations didn't work out as planned?
- What negotiating strategies did you employ that worked out well? How about those that didn't work out so well?
- What techniques did those you were negotiating with employ and were you able to counter them effectively?

### **Looking Forward**

- What would help you negotiate more effectively?
- Do you think I could do more to help you prepare for negotiations? What additional support would you like from me?
- Would it be worth your while to attend a program on negotiating techniques? I'm sure we could find one that you'd get a lot out of.
- In which aspects of negotiating do you wish you were stronger? How might you go about developing them?

## Organizational Skills

### Outstanding

- Completed a major reorganization project this year
- We've received numerous compliments about her organizational skills
- Taught a mini-course on organizational skills last year
- Is always organized—her days, her projects, and her files

### Exceeds Expectations

- Others can find things he organizes
- Excellent organization allows her to find what's needed right away
- Stays organized under high stress
- Keeps track of multiple things at once

### Meets Expectations

- Keeps work space organized and functional
- Keeps well-organized files
- Can find needed information quickly
- Uses organizing tools well to save time and eliminate redundancies

### Needs Improvement

- Requires a long time to find documents
- Filing system not easy for others to use
- Sometimes too concerned with neatness at the expense of good organization
- Intolerant of organizing approaches of others
- On a few occasions has been unable to find needed customer information

### Unacceptable

- Has repeatedly failed to keep customer information current in files
- Has missed meetings due to disorganization

- Three customers commented last year on his inability to find needed information
- Often fails to file important documents
- Three critical pieces of information were misfiled last year and unable to be located

### **Self-Monitoring/Self-Evaluation**

- How organized do you think you are? Can you give me some examples?
- What areas of your work are the best organized and which the worst? Why do you think there are differences?
- What do you think are the most difficult things to organize and why?
- You did so well organizing your work this year; to what do you attribute this?
- What have you noticed about how your coworkers keep track of things?

### **Looking Forward**

- Looking back on the year, what things do you wish you had organized differently? How can you apply that knowledge moving forward?
- What tools or support can I offer you to help you stay more organized this coming year?
- What lessons have you learned about organizing that you think that some of your colleagues are unaware of? How about things they're doing that you're not?
- What can you do to ensure that vital details don't get missed again?