Appendix A:
High-Impact Verbs to Inspire Your Writing

The *emphasized* verbs below may lend themselves to describing negative performance issues. Please review them whenever you have to address problematic performance in an appraisal.

<table>
<thead>
<tr>
<th>A</th>
<th>Alocates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accepts</td>
<td>Allows</td>
</tr>
<tr>
<td>Acclimates</td>
<td>Amplifies</td>
</tr>
<tr>
<td>Accomplishes</td>
<td>Analyzes</td>
</tr>
<tr>
<td>Accounts (for)</td>
<td>Anticipates</td>
</tr>
<tr>
<td>Achieves</td>
<td>Applies</td>
</tr>
<tr>
<td>Acts (upon)</td>
<td>Appoints</td>
</tr>
<tr>
<td>Adapts</td>
<td>Appraises</td>
</tr>
<tr>
<td>Addresses</td>
<td>Appreciates</td>
</tr>
<tr>
<td>Adheres (to)</td>
<td>Approaches</td>
</tr>
<tr>
<td>Adjusts</td>
<td>Assembles</td>
</tr>
<tr>
<td>Administrators</td>
<td>Assumes (responsibility for)</td>
</tr>
<tr>
<td>Adopts</td>
<td>Assures</td>
</tr>
<tr>
<td>Advances</td>
<td>Attends</td>
</tr>
<tr>
<td>Advises</td>
<td>Audits</td>
</tr>
<tr>
<td>Advocates</td>
<td>Augments</td>
</tr>
<tr>
<td>Aids</td>
<td>Automates</td>
</tr>
<tr>
<td>Aligns</td>
<td><em>Avoids</em></td>
</tr>
</tbody>
</table>
Balances
Broadens
Budgets
Builds

Capitalizes (on)
Captures

Challenges
Clarifies
Coaches
Collaborates (with)
Collects
Combines
Commits
Communicates
Compensates (for)
Compiles
Completes
Complies (with)
Composes
Comprehends

Compromises
Conceptualizes
Condenses
Connects (with)
Consolidates
Continues (to)
Contributes
Controls
Cooperates
Coordinates
Counsels

Creating
Cultivates
Customizes

Deals (with)
Debugs
Dedicates (him/herself to)
Defines

Delays
Delegates
Delivers
Demonstrates (mastery of)
Deploys
Designates
Designs
Detects
Determines
Develops

Deviates (from)
Devises
Devotes
Diagnoses
Differentiates (between)
Directs
Disburses
Disciplines
Discounts

Discourages
Dispatches
Displays
Disseminates
Distinguishes
Distributes
Documents

**Dominates**
Drafts
Draws (attention to)
Drives

**E**
Edits
Educates
Elicits
Eliminates
Embraces
Employs
Empowers
Enables
Encourages
Enforces
Engages
Engenders
Enhances
Enjoys
Ensures
Epitomizes
Escalates
Establishes
Estimates
Evaluates
Exceeds
Executes
Excels
Exercises
Exhibits
 Expedites

**Exploits**

**F**
Facilitates

*Fails (to)*
Familiarizes (himself with)
Flags
Forecasts
Formulates
Fosters

**G**
Generates
Guides

**H**
Handles

*Harbors*
Heightens

*Hesitates (to)*
Highlights

**I**
Identifies
Implements
Improves
Incorporates
Increases
Informs
Initiates

*Insists (on)*
Inspires
Integrates
Institutes
Instructs
Interfaces (with)
Interprets
Investigates
**Isolates**
Issues
Itemizes

**J**
Justifies

**K**
Knows

**L**
**Lacks**
Leads
Lends
Leverages
Logs

**M**
Maintains
Makes (sure)
Manages
Masters
Maximizes
Minimizes
Models
Modifies
Monitors
Motivates

**N**
Navigates
**Neglects**
Negotiates
Notifies
Nurtures

**O**
Observes
Operates
Optimizes
Orchestrates
Organizes
Overcomes
Oversees
**Overwhelms**

**P**
Participates (in)
Plans
Prepares
Possesses
**Postpones**
Presents
Processes
**Procrastinates**
Produces
Progresses
Projects
Promotes
Protects
Provides
Publicizes  
Risks  
Purges  
Routes  

Q  
Qualifies  
S  

R  
Rationalizes  
Satisfies  
Recommends  
Schedules  
Reconciles  
Secures  
Records  
Seeks  
Redeems  
Selects  
Redirects  
Serves (as)  
Reduces  
Shows  
Refers  
Shares  
Refines  
Simplifies  
Refrains (from)  
Solicits  
Reinforces  
Sources  
Rejects  
Streamlines  
Rejuvenates  
Strengthens  
Selects  
Reenders  
Strives  
Records  
Substantiates  
Redeems  
Suggests  
Refers  
Suggests (from)  
Refines  
Summarizes  
Refines  
Supplies  
Refrains (from)  
Supports  
Reserves  
Synchronizes  
Refrains (from)  
Synthesizes  
Resists  
T  
Resists  
Tailors  
Respects  
Targets  
Responds (to)  
Thrives  
Retains  
Tolerates  
Rewards
Traces
Tracks
Transforms
Translates
Trends
Troubleshoots

V
Vacillates (between)
Validates
Verifies
Volunteers

U
Unites
Utilizes

W
Welcomes
Appendix B: Essential Adverbs to Get Your Message Across

The *emphasized* adverbs below may lend themselves to describing negative performance issues. Please review them whenever you have to address problematic performance in an appraisal.

A
- Accurately
- Actively
- Adequately
- **Aggressively**
- Always
- Appropriately
- Assertively
- Attentively

C
- Carefully
- Cautiously
- Chiefly
- Clearly
- Cleverly
- Closely

Collaboratively
- Commonly
- Completely
- Comprehensively
- Conscientiously
- Consciously
- Consecutively
- Consistently
- Constantly
- Constructively
- Continually
- Continuously
- Creatively

D
- Deftly
- **Deliberately**
- Deservedly
Diligently
Directly
Duly

K
Keenly
Knowingly

E
Effectively
Efficiently
Enthusiastically
Evidently
Excessively

L
Largely
Logically

M
Masterfully
Methodically
Mistakenly
Mostly

N
Negatively
Never
Normally

G
Generally

O
Objectively
Occasionally
Often
Openly
Overly

H
Habitually
Haphazardly

I
Inadvertently
Inappropriately
Inconsistently
Infrequently
Instinctively
Intentionally
Intermittently

P
Partially
Patiently
Periodically
Positively
Precisely
Predominantly
Proactively
Productively
Proficiently
Progressively
Promptly
Properly
Purposefully
*Purposely*

**Q**
Quickly

**R**
Rapidly
*Rarely*
*Reactively*
Readily
Regularly
Reliably
*Reluctantly*
*Repeatedly*
Respectfully
Responsibly
*Rigidly*
Routinely

**S**
Safely
Satisfactorily
*Seldom*
Sequentially
Skillfully
Smoothly
*Sometimes*
Specifically
Speedy
Spontaneously
Sporadically
Steadfastly
Steadily
Strategically
Strictly
Strongly
*Subjectively*
Substantially
Successfully
Succinctly
Suddenly
Swiftly
Systematically

**T**
Tactfully
Tactically
Thoroughly
Timely
Totally
Truly
Typically

**U**
Unexpectedly
Uniformly
*Unintentionally*
Unnecessarily
Usually

V

Vigorously
Voluntarily

W

Willfully
Willingly
Wisely
Appendix C: Common Grading Scale

Although ranking systems differ from company to company, this common five-point scale will provide you with a consistent point of reference when rank-ordering your staff and determining overall performance scores:

5  Clearly outstanding  
4  Consistently exceeds standards and expectations  
3  Consistently meets standards and expectations  
2  Needs improvement  
1  Unacceptable / Unsatisfactory

Merit (salary) increases are typically awarded for individuals who receive overall scores of 3, 4, and 5. Merit increases are denied employees who receive overall scores of 1. Employees who receive an overall score of 2 may be granted another review at a later time (e.g., ninety days later) or be given a very low percentage increase (e.g., 1 percent). However, this may be subject to debate depending on company policy and practice. After all, it could be seen as contradictory to award any salary increase to an employee who receives an overall score of 2. When in doubt, always check with qualified legal counsel in your state for a fact-specific analysis and recommendation.