

effective phrases for performance appraisals free pdf

effective phrases for performance appraisals free pdf are essential tools for managers and HR professionals aiming to conduct constructive and clear employee evaluations. These phrases help articulate feedback in a professional, concise, and motivating manner, enhancing communication during performance reviews. Utilizing well-crafted appraisal phrases can improve employee understanding of their strengths and areas for development, leading to better engagement and productivity. Many organizations and individuals seek free PDF resources containing effective phrases for performance appraisals to streamline the evaluation process and ensure consistent language usage. This article explores the importance of using precise appraisal language, provides examples of effective phrases categorized by performance areas, and highlights where to find quality free PDF templates for performance appraisals. The following sections cover key components to consider when selecting or creating appraisal phrases, practical examples, and tips for maximizing the impact of performance reviews.

- Importance of Using Effective Phrases in Performance Appraisals
- Categories of Effective Phrases for Performance Appraisals
- Examples of Effective Phrases for Performance Appraisals
- How to Use Effective Phrases in Performance Reviews
- Where to Find Effective Phrases for Performance Appraisals Free PDF

Importance of Using Effective Phrases in Performance Appraisals

Performance appraisals are critical moments for employee development and organizational growth. Using effective phrases for performance appraisals free pdf helps standardize feedback, making it easier for managers to communicate evaluations clearly and fairly. Precise language reduces misunderstandings and promotes a constructive atmosphere during reviews. Well-chosen appraisal phrases support balanced feedback, emphasizing both strengths and improvement areas without sounding overly critical or vague. This professional communication fosters employee motivation and goal alignment, which are essential for continuous performance improvement. Moreover, consistent appraisal language supports legal compliance and documentation requirements in many industries.

Enhancing Communication Clarity

Clear, specific phrases avoid ambiguity and ensure employees understand exactly what is being praised or needs improvement. Effective performance appraisal phrases remove confusion, enabling more productive discussions and actionable outcomes.

Building Employee Engagement

Constructive feedback delivered with appropriate phrasing can boost employee morale and engagement by recognizing achievements and encouraging development in a positive manner.

Categories of Effective Phrases for Performance Appraisals

Effective phrases for performance appraisals free pdf are typically organized into categories that correspond to different performance dimensions. These categories help managers target their feedback to relevant areas of an employee's role and responsibilities. Common categories include communication skills, teamwork, problem-solving, leadership, punctuality, and overall job knowledge.

Communication Skills

This category addresses how well an employee conveys information, listens, and interacts with colleagues and clients.

Teamwork and Collaboration

Feedback phrases related to cooperation, supportiveness, and contribution to team goals fall under this category.

Problem-Solving and Initiative

Phrases here focus on an employee's ability to identify issues, create solutions, and proactively improve processes or outcomes.

Leadership and Management

Effective phrases in this area assess leadership qualities such as motivating others, decision-making, and managing resources effectively.

Attendance and Punctuality

This category includes phrases that evaluate reliability in terms of attendance, punctuality, and adherence to schedules.

Job Knowledge and Skills

These phrases describe the employee's expertise, technical skills, and ability to apply knowledge to perform job duties efficiently.

Examples of Effective Phrases for Performance Appraisals

Using specific examples of effective phrases for performance appraisals free pdf allows managers to tailor feedback appropriately. Below are categorized phrases illustrating positive, constructive, and improvement-oriented feedback.

Positive Feedback Phrases

- Consistently delivers high-quality work and meets deadlines without supervision.
- Demonstrates excellent communication skills, fostering clear understanding among team members.
- Shows a strong commitment to team goals and supports colleagues effectively.
- Proactively identifies opportunities for improvement and takes initiative to implement solutions.
- Exhibits outstanding leadership by motivating the team and managing resources efficiently.
- Maintains punctuality and reliability, contributing to smooth operational flow.
- Possesses thorough job knowledge and applies skills effectively to complex tasks.

Constructive Feedback Phrases

- Occasionally misses deadlines; improvement in time management is recommended.
- Communication can be clearer to avoid misunderstandings within the team.

- Needs to engage more actively in collaborative projects to enhance team cohesion.
- Should develop stronger problem-solving skills by seeking guidance when facing challenges.
- Leadership skills are developing; more focus on decision-making and delegation is encouraged.
- Attendance has been inconsistent; adhering to scheduled hours is essential.
- Further training is suggested to enhance technical expertise in key job areas.

Improvement-Oriented Phrases

- Requires improvement in prioritizing tasks to manage workload effectively.
- Needs to demonstrate greater accountability for assigned responsibilities.
- Should work on building stronger relationships with team members.
- Encouraged to take more initiative in identifying and solving problems independently.
- Would benefit from leadership development programs to strengthen supervisory skills.
- Must improve punctuality to avoid disruptions in team projects.
- Additional training in specific software tools would enhance productivity.

How to Use Effective Phrases in Performance Reviews

Incorporating effective phrases for performance appraisals free pdf into performance reviews requires thoughtful application to ensure feedback is meaningful and balanced. The goal is to create a constructive dialogue that motivates employees and guides their development.

Customize Phrases to Individual Performance

Generic phrases may not resonate as effectively; tailoring language to specific employee actions and results increases relevance and impact.

Balance Positive and Constructive Feedback

A well-rounded appraisal includes acknowledgment of strengths alongside areas for growth, supporting a fair and motivating review process.

Use Clear and Specific Language

Ambiguous terms should be avoided; precise descriptions of behaviors and outcomes help employees understand expectations and achievements.

Encourage Two-Way Communication

Performance appraisals should invite employee input and discussion, making the use of effective phrases a foundation for open dialogue rather than a one-sided critique.

Document Feedback Consistently

Consistent use of effective phrases aids in maintaining clear records for future reference, performance tracking, and HR compliance.

Where to Find Effective Phrases for Performance Appraisals Free PDF

Accessing reliable and comprehensive effective phrases for performance appraisals free pdf resources helps organizations standardize their review process. Many HR websites, professional development platforms, and organizational toolkits offer downloadable PDFs with curated appraisal phrases. These resources are designed to cover various job roles, industries, and performance criteria.

Features to Look for in Free PDF Resources

- Comprehensive coverage of different performance categories and competencies.
- Clear organization with phrases categorized by positive, constructive, and improvement feedback.
- Examples tailored to different levels of seniority and job functions.
- Guidance on how to implement phrases effectively in performance appraisals.
- Printable and editable formats for easy customization and record-keeping.

Benefits of Using Free Downloadable PDFs

Free PDFs provide quick access to professionally crafted language without additional cost, supporting HR teams and managers in delivering consistent and impactful performance reviews. They also serve as training tools for new supervisors and help maintain uniformity across departments.

Frequently Asked Questions

Where can I find a free PDF of effective phrases for performance appraisals?

You can find free PDFs of effective phrases for performance appraisals on educational websites, HR blogs, and document-sharing platforms like Scribd or SlideShare. Many HR consultancy sites also offer downloadable resources for free.

What are some examples of effective phrases to use in performance appraisals?

Examples include: 'Consistently meets deadlines with high-quality work,' 'Demonstrates strong problem-solving skills,' and 'Exhibits excellent teamwork and communication abilities.' These phrases help provide clear and constructive feedback.

How can using a free PDF of appraisal phrases improve the review process?

Using a free PDF provides managers with ready-made, professional language that can make performance reviews more objective, consistent, and easier to write, saving time while enhancing clarity and effectiveness.

Are the phrases in free PDFs suitable for all industries and roles?

Many phrases are general and can be adapted for various industries and roles, but it's important to tailor them to specific job functions and company culture to ensure relevance and impact.

Can effective appraisal phrases help in employee development?

Yes, well-crafted appraisal phrases provide clear feedback that highlights strengths and areas for improvement, guiding employees toward professional growth and better performance.

What should I look for in a free PDF of performance appraisal phrases?

Look for PDFs that include a variety of phrases categorized by skill areas (e.g., communication, leadership, punctuality), are up-to-date, and come from credible HR sources to ensure usefulness and accuracy.

How often should performance appraisal phrases be updated or reviewed?

Performance appraisal phrases should be reviewed and updated annually to reflect changes in company goals, industry standards, and evolving job roles to maintain relevance and effectiveness.

Additional Resources

1. *Effective Phrases for Performance Appraisals: A Guide to Successful Employee Reviews*

This book offers a comprehensive collection of ready-to-use phrases designed to make performance appraisals more constructive and impactful. It covers a variety of situations, helping managers communicate feedback clearly and professionally. Readers will find tips on delivering both positive and corrective comments, making the appraisal process smoother and more effective.

2. *The Performance Appraisal Phrase Book: The Best Words, Phrases, and Techniques for Effective Evaluations*

A practical resource for supervisors and HR professionals, this phrase book provides carefully crafted language to articulate employee strengths and areas for improvement. It emphasizes clarity and positivity, helping to foster employee growth and motivation. The book also includes advice on customizing feedback to different roles and performance levels.

3. *Performance Review Phrase Book: Over 1,500 Phrases to Conduct Effective Employee Reviews*

This extensive collection of phrases is tailored to streamline the performance review process. It covers a broad spectrum of competencies and behaviors, enabling managers to deliver precise and meaningful feedback. The book is especially useful for those new to conducting appraisals or seeking to enhance their communication skills.

4. *Crucial Conversations for Performance Reviews: Phrases and Techniques for Difficult Feedback*

Focusing on the challenging aspects of performance appraisals, this book guides managers through delivering tough feedback with empathy and professionalism. It includes effective phrases and strategies for navigating sensitive topics without damaging employee morale. Readers will learn how to maintain constructive dialogue even during difficult conversations.

5. *Positive Phrases for Employee Evaluations: Boost Morale and Performance*

This book emphasizes the power of positive language in performance evaluations. It

provides a variety of encouraging phrases that help recognize employee achievements and inspire continued excellence. The author also discusses how positivity in appraisals can enhance workplace culture and employee engagement.

6. Mastering the Art of Performance Appraisals: Language Tools for Managers

Designed for managers seeking to refine their appraisal skills, this book offers language tools and phrase templates for various performance scenarios. It teaches how to balance praise and constructive criticism effectively. The book also covers setting goals and development plans through clear and motivating communication.

7. Performance Appraisal Made Easy: Essential Phrases and Tips for Managers

A straightforward guide that simplifies the appraisal process with easy-to-use phrases and practical tips. It helps managers prepare for reviews, conduct meaningful discussions, and document assessments accurately. The book is ideal for busy professionals who need quick yet effective appraisal solutions.

8. Words That Work: Effective Communication for Employee Performance Reviews

This book explores the impact of word choice in performance reviews and offers phrases that enhance understanding and cooperation. It combines communication theory with practical examples to improve the appraisal experience for both managers and employees. Readers gain insights into tailoring feedback to individual communication styles.

9. The Manager's Phrase Book for Employee Performance Evaluations

A handy reference filled with concise and clear phrases to assist managers in delivering balanced performance evaluations. It covers a wide range of competencies and common appraisal scenarios, ensuring managers can address any topic confidently. The book also includes advice on avoiding common pitfalls in performance discussions.

Effective Phrases For Performance Appraisals Free Pdf

Effective Phrases for Performance Appraisals: Your Free PDF Guide to Accurate & Motivating Reviews

Are you dreading your next performance appraisal? Do you struggle to articulate employee strengths and weaknesses constructively? Do your reviews feel generic, unhelpful, and ultimately, ineffective? You're not alone. Many managers find writing performance appraisals a daunting task, leading to vague feedback, missed opportunities for growth, and even legal risks. This free PDF guide provides you with the precise language you need to deliver impactful and motivating performance reviews.

Inside this ebook, you'll discover:

"Effective Phrases for Performance Appraisals" by [Your Name/Company Name]

Introduction: Understanding the Importance of Effective Performance Appraisals.

Chapter 1: Phrases for Strengths and Achievements – Identifying and articulating positive contributions.

Chapter 2: Phrases for Areas for Improvement – Offering constructive criticism and suggestions for growth.

Chapter 3: Phrases for Setting Goals - Collaboratively establishing clear and measurable objectives.
Chapter 4: Phrases for Addressing Performance Issues - Handling underperformance tactfully and professionally.

Chapter 5: Phrases for Recognizing Effort and Commitment - Acknowledging dedication and hard work.

Chapter 6: Phrases for Providing Feedback on Specific Skills - Tailoring feedback to individual roles and responsibilities.

Chapter 7: Legal Considerations and Best Practices - Avoiding legal pitfalls and ensuring fairness and consistency.

Conclusion: Actionable Steps for Implementing Effective Performance Reviews.

Effective Phrases for Performance Appraisals: A Comprehensive Guide

Introduction: The Power of Effective Performance Appraisals

Performance appraisals are more than just a box-ticking exercise; they are a crucial component of a healthy and productive work environment. A well-conducted appraisal serves multiple purposes: it provides employees with valuable feedback on their performance, identifies areas for growth, fosters open communication, and aligns individual contributions with organizational goals. However, many appraisals fall short, leaving employees feeling undervalued, unmotivated, and unsure of their future within the company. This often stems from a lack of the right language—the ability to articulate both strengths and weaknesses in a clear, constructive, and legally sound manner. This guide equips managers with the precise phrases needed to overcome these challenges and conduct truly effective appraisals.

Chapter 1: Phrases for Strengths and Achievements - Celebrating Success

Highlighting employee strengths is crucial for boosting morale and reinforcing positive behaviors. Avoid generic statements; instead, use specific examples to illustrate achievements. Here are some examples:

Instead of: "Good work ethic."

Use: "Consistently meets deadlines and exceeds expectations, as demonstrated by the successful completion of Project X ahead of schedule and under budget."

Instead of: "Strong communication skills."

Use: "Effectively communicates complex information to diverse audiences, as evidenced by the clear and concise presentations delivered during the recent client meetings."

Instead of: "Team player."

Use: "Actively collaborates with team members, offering support and contributing valuable insights during brainstorming sessions, as seen in the development of the new marketing strategy."

Instead of: "Problem solver."

Use: "Proactively identified and resolved the critical software issue last month, preventing significant downtime and saving the company an estimated \$X."

Quantify achievements whenever possible, using metrics and numbers to support your claims. This makes the feedback more concrete and credible. Focus on observable behaviors and specific examples rather than making general statements.

Chapter 2: Phrases for Areas for Improvement - Offering Constructive Criticism

Providing feedback on areas for improvement is essential for employee growth, but it requires sensitivity and tact. The goal is not to criticize, but to guide and support development. Focus on specific behaviors and provide actionable suggestions for improvement.

Instead of: "Needs improvement in time management."

Use: "While your work is consistently high quality, managing time more efficiently could allow you to take on additional responsibilities. We can explore time management techniques together, such as prioritizing tasks using the Eisenhower Matrix."

Instead of: "Poor communication skills."

Use: "Improving clarity in written communication will enhance your effectiveness. We recommend reviewing the company's style guide and attending the upcoming workshop on business writing."

Instead of: "Lacks initiative."

Use: "Taking more initiative in identifying opportunities for process improvement would significantly benefit the team. We encourage you to actively participate in our upcoming brainstorming session on process optimization."

Frame your feedback as an opportunity for growth, not a criticism. Use "I" statements to avoid sounding accusatory. Offer specific resources and support to help the employee improve.

Chapter 3: Phrases for Setting Goals - Collaborative Goal Setting

Performance appraisals are an ideal opportunity to collaboratively set goals for the next review

period. These goals should be SMART: Specific, Measurable, Achievable, Relevant, and Time-bound.

Example: "Over the next six months, we will focus on improving your presentation skills. This will involve attending the public speaking workshop on [date], practicing your presentations with colleagues, and delivering at least three presentations to clients. We will review your progress at our next meeting."

Involve the employee in the goal-setting process to ensure buy-in and commitment. Ensure the goals are aligned with both individual and organizational objectives.

Chapter 4: Phrases for Addressing Performance Issues - Handling Underperformance

Addressing performance issues requires a delicate balance of firmness and support. Document all instances of underperformance, and provide the employee with a clear understanding of expectations.

Instead of: "Your performance is unacceptable."

Use: "Your recent performance has fallen short of expectations in several areas, specifically [list specific examples]. We need to develop a plan to address these concerns and get you back on track."

Focus on the behaviors, not the person. Offer specific examples and data to support your claims. Develop a performance improvement plan (PIP) with clear goals, timelines, and support mechanisms.

Chapter 5: Phrases for Recognizing Effort and Commitment - Showing Appreciation

Acknowledging effort and commitment is crucial for maintaining morale and motivation. Express gratitude for hard work and dedication.

Examples:

"I appreciate your dedication to this project, especially during the challenging final stages."

"Your commitment to teamwork and collaboration has been invaluable to the team's success."

"Thank you for your consistent effort and hard work this past quarter."

Chapter 6: Phrases for Providing Feedback on Specific Skills - Targeted Feedback

Tailor your feedback to the specific skills required for the employee's role. Use specific examples to illustrate strengths and weaknesses. Provide actionable suggestions for improvement.

Chapter 7: Legal Considerations and Best Practices - Ensuring Compliance

Performance appraisals should be conducted fairly and consistently, following all relevant legal guidelines. Ensure that the process is documented clearly, and that all employees are treated equally. Avoid discriminatory language or subjective assessments.

Conclusion: Implementing Effective Performance Reviews

Implementing effective performance reviews requires a commitment to consistent, fair, and constructive feedback. By using the phrases and techniques outlined in this guide, you can ensure that your appraisals are valuable tools for employee development and organizational success. Remember, the goal is not just to evaluate performance, but to foster growth, improve communication, and create a more engaged and productive workforce.

FAQs:

1. What if an employee disagrees with my assessment? Maintain open communication and be prepared to discuss the feedback objectively. Use data and examples to support your assessment.
2. How often should performance appraisals be conducted? This depends on your company's policies, but typically, annual or semi-annual reviews are common.
3. How can I ensure my appraisals are legally sound? Follow company policies, ensure consistency across employees, and avoid discriminatory or subjective language. Document everything.
4. What if an employee's performance is consistently poor? Develop a performance improvement plan (PIP) and follow company procedures for addressing underperformance.
5. How can I make performance appraisals less stressful for both myself and the employee? Prepare thoroughly, focus on constructive feedback, and maintain a positive and supportive atmosphere.
6. What role does documentation play in performance appraisals? Thorough documentation protects

both the employee and the company. Keep records of all feedback, goals, and performance reviews.

7. How can I tailor my approach to different personalities? Adjust your communication style to suit each employee, but maintain consistency in your feedback.
8. What are the key metrics to track for effective performance appraisals? Track goals, progress, and achievements to measure the effectiveness of your feedback and the employee's performance.
9. Where can I find additional resources on performance management? Numerous online resources, books, and workshops offer guidance on performance management best practices.

Related Articles:

1. Writing Effective Performance Review Goals: Focuses on setting SMART goals for performance appraisals.
2. Giving Constructive Criticism in Performance Reviews: Offers strategies for delivering feedback tactfully.
3. Handling Difficult Employees During Performance Reviews: Provides advice on managing challenging situations.
4. Legal Compliance in Performance Appraisals: Explains legal requirements and best practices.
5. The Importance of Regular Feedback Beyond Formal Reviews: Emphasizes the role of ongoing communication.
6. Using Data to Support Performance Reviews: Shows how data can improve the objectivity and accuracy of assessments.
7. Performance Appraisal Best Practices for Different Industries: Adapting the process to specific workplace contexts.
8. Performance Management and Employee Engagement: Links performance management to employee satisfaction and productivity.
9. Creating a Performance Review System That Works: Designing a holistic and effective system.

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effective phrases for performance appraisals free pdf: 2600 Phrases for Effective Performance Reviews Paul Falcone, 2005-06-10 This trusted reference puts thousands of ready-to-use words, phrases, descriptions, and action items right at your fingertips — perfect for review time, creating development plans, and monitoring performance year-round. Whether you're an HR professional or a manager, chances are there's one task you really dislike: giving performance reviews. Even if you know the basic points you want to get across, finding the right words and committing them to paper is about as much fun as a trip to the dentist. This phrasebook puts the right words in your hands with phrases that managers, supervisors, and HR professionals can use to help them properly evaluate performance and make the whole process much smoother. In 2600 Phrases for Effective Performance Reviews, renowned career expert Paul Falcone covers the 25 most commonly-rated performance factors including: productivity, time management, teamwork, decision making, and more! Falcone also shares job-specific parameters that apply in sales, customer service, finance, and many other areas and industries. 2600 Phrases for Effective Performance Reviews is useful not just for review time but will also be instrumental in creating job descriptions and development plans as well as monitoring performance, progress, and problems year-round.

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appraisals for the first time, concerned with improving the quality and effectiveness of the appraisal process, or simply trying to save time and mental anguish *Performance Appraisals & Phrases For Dummies* provides the tools you need to save time and energy while presenting fair and accurate evaluations that foster employee growth. This convenient, portable package includes a full-length appraisal phrasebook featuring over 3,200 spot-on phrases and plenty of quick-hitting expert tips on making the most out of the process. You'll also receive online access to writable, customizable sample evaluation forms other timesaving resources. Includes more than 3,200 phrases for clear, and helpful evaluations Helps make evaluations faster, more effective, and far less stressful Offers far more advice and coaching than other performance appraisal books Serves as an ideal guide for managers new to the appraisal process With expert advice from Ken Lloyd, a nationally recognized consultant and author, *Performance Appraisals and Phrases For Dummies* makes the entire process easier, faster, and more productive for you and your employees.

effective phrases for performance appraisals free pdf: *3000 Power Words and Phrases for Effective Performance Reviews* Sandra E. Lamb, 2013-08-27 A comprehensive yet accessible handbook for writing and conducting meaningful, effective performance reviews, geared toward managers of all levels, from the author of *How to Write It*. Performance reviews are one of the best tools managers have to shape company talent and culture, develop strong channels of communication with employees, and create systemic change. However, the stress and struggle to find just the right words is often what managers and HR professionals dislike most about conducting employee evaluations. In this pithy, user-friendly handbook, author and writing teacher Sandra E. Lamb lays out the best methods and proven tactics to administer productive evaluations that benefit both parties—and the company. Lamb teaches managers how to design scoring systems for employees that track progress with hard data, how to best prepare for and conduct both in-person and written reviews, and the key words to use. Covering hard and soft skills, *3000 Power Words and Phrases for Effective Performance Reviews* includes lists of powerful phrases and words that clearly describe performance—both positive and negative—including sections targeted to specific industries and jobs. This guide empowers managers at all levels to master the art of performance reviews that achieve results.

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Max, 2008-09-05 The average manager doesn't have time to take classes or read lengthy volumes on managing techniques. Instead, you need to know right now what to say to coach and motivate your employees. With hundreds of ready-to-use phrases you can use in a wide variety of situations, The Complete Book of Perfect Phrases for Managers is the ultimate reference for motivating, managing, and growing employees.

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effective phrases for performance appraisals free pdf: How to Be Good at Performance Appraisals Dick Grote, 2011-07-05 Do you supervise people? If so, this book is for you. One of a

manager's toughest—and most important—responsibilities is to evaluate an employee's performance, providing honest feedback and clarifying what they've done well and where they need to improve. In *How to Be Good at Performance Appraisals*, Dick Grote provides a concise, hands-on guide to succeeding at every step of the performance appraisal process—no matter what performance management system your organization uses. Through step-by-step instructions, examples, do-and-don't bullet lists, sample dialogues, and suggested scripts, he shows you how to handle every appraisal activity from setting goals and defining job responsibilities to evaluating performance quality and discussing the performance evaluation face-to-face. Based on decades of experience guiding managers through their biggest challenges, Grote helps answer the questions he hears most often: • How do I set goals effectively? How many goals should someone set? • How do I evaluate a person's behaviors? Which counts more, behaviors or results? • How do I determine the right performance appraisal rating? How do I explain my rating to a skeptical employee? • How do I tell someone she's not meeting my expectations? How do I deliver bad news? Grote also explains how to tackle other thorny performance management tasks, including determining compensation and terminating poor performers. In accessible and useful language, *How to Be Good at Performance Appraisals* will help you handle performance appraisals confidently and successfully, no matter the size or culture of your organization. It's the one book you need to excel at this daunting yet critical task.

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pragmatic tools that can easily be put to work on Monday morning, and uses fascinating examples from business, nonprofit, and military affairs to bring its original and pragmatic ideas to life. The detailed examples range from Apple to General Motors, from the two Iraq wars to Afghanistan, from a small local market to Wal-Mart, from Nvidia to Silicon Graphics, from the Getty Trust to the Los Angeles Unified School District, from Cisco Systems to Paccar, and from Global Crossing to the 2007–08 financial crisis. Reflecting an astonishing grasp and integration of economics, finance, technology, history, and the brilliance and foibles of the human character, *Good Strategy/Bad Strategy* stems from Rumelt's decades of digging beyond the superficial to address hard questions with honesty and integrity.

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skill-building around traits that are deeply and uniquely human. The irony is that we're choosing not to invest in developing the hearts and minds of leaders at the exact same time as we're scrambling to figure out what we have to offer that machines and AI can't do better and faster. What can we do better? Empathy, connection, and courage, to start. Four-time #1 New York Times bestselling author Brené Brown has spent the past two decades studying the emotions and experiences that give meaning to our lives, and the past seven years working with transformative leaders and teams spanning the globe. She found that leaders in organizations ranging from small entrepreneurial startups and family-owned businesses to nonprofits, civic organizations, and Fortune 50 companies all ask the same question: How do you cultivate braver, more daring leaders, and how do you embed the value of courage in your culture? In this new book, Brown uses research, stories, and examples to answer these questions in the no-BS style that millions of readers have come to expect and love. Brown writes, "One of the most important findings of my career is that daring leadership is a collection of four skill sets that are 100 percent teachable, observable, and measurable. It's learning and unlearning that requires brave work, tough conversations, and showing up with your whole heart. Easy? No. Because choosing courage over comfort is not always our default. Worth it? Always. We want to be brave with our lives and our work. It's why we're here." Whether you've read *Daring Greatly* and *Rising Strong* or you're new to Brené Brown's work, this book is for anyone who wants to step up and into brave leadership.

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