

Performance Review Template

An evidence-based review format connecting OKR delivery to performance conversation.
 From the 2026 OKR Benchmark Report (330 organizations) - www.OKRsTool.com

Employee name: _____	Review period: _____
Role / Department: _____	Manager: _____
OKR cycle: _____	Review date: _____

SECTION 1 — OKR DELIVERY SCORE

Rate each Key Result on a 0–1.0 scale. 0.7–0.8 = target range. Note one key factor that drove the result.

Key Result	Target	Actual	Score (0–1.0)	What drove this result?
KR1:				
KR2:				
KR3:				
KR4:				
Overall OKR Delivery Score:				

Score Guide: 0.0–0.4 = missed 0.5–0.6 = partial **0.7–0.8 = strong ← target range** 0.9–1.0 = exceeded (may be sandbagging)

SECTION 2 — COMPETENCY RATINGS

Rate 1–5. Collect self, manager, and peer scores. Note where gaps between sources are significant (>1.0).

Competency	Self (1–5)	Manager (1–5)	Peer avg (1–5)	Notes / evidence from this cycle
Execution & delivery				
Communication				
Collaboration & teamwork				
Problem solving				
Leadership & initiative				
Growth mindset				

SECTION 3 — STRENGTHS & GROWTH AREAS

Ground each point in a specific example from this cycle. Avoid generic statements.

STRENGTHS (2–3, with evidence)	GROWTH AREAS (1–2, with example)

SECTION 4 — NEXT CYCLE FOCUS

Co-created with the employee. 1–2 specific commitments — one behavioral, one outcome-based.

Focus area	Specific commitment	How we will measure it	By when
Behavioral:			
Outcome:			

SECTION 5 — OVERALL RATING

Ground the rating in OKR delivery + competency evidence. Avoid letting recency bias drive the score.

Overall rating (1–5): _____

OKR delivery score: _____

Avg competency score: _____

Summary (1 paragraph — what this person delivered and how they delivered it): _____