



360-Degree Review

Review Template Questions

Instructions for Respondents:

You've been selected to participate in this 360-Degree Peer Review due to your working relationship with this individual. Your feedback is valued. Please rate the employee's effectiveness in each of the categories below, drawing upon your personal and professional expectations, experience, and observations.

Select a numerical rating and use the space provided at the end of each section to offer commentary and contextual insights to support and substantiate your rating, as well as to facilitate conversation as part of the recipient's formal performance evaluation.

We recommend rating employee effectiveness using the conversational 4-point scale below. If you do not feel you have sufficient insight to score the employee on a particular measure, please select N/A.

Performance Rating	1	2	3	4
Performance Level	Ineffective	Effective	Excellent	Extraordinary

Performance Levels, Defined

1. **Ineffective:** Employee often misses the mark. The quantity and quality of their work are inconsistent or insufficient and should be improved upon.
2. **Effective:** Employee typically meets my expectations. The quantity and quality of their work are consistently good.
3. **Excellent:** Employee often outpaces my expectations. The quantity and quality of their work are impressive.
4. **Extraordinary:** Employee is exemplary; The quality and quantity of their work are exceptional. Best in class.

Section 1: Interpersonal Effectiveness

Communication	1	2	3	4	NA
Expresses ideas in a clear and compelling fashion in writing					
Expresses ideas in a clear and compelling fashion when speaking					
Speaks candidly but kindly when delivering difficult messages					
Detects and diffuses tension between parties with divergent interests					
Employs active listening and seeks to understand others					
Exhibits emotional intelligence and empathy in workplace interactions					
Is responsive and mindful of turnaround time in their communications					
Overall Comments on Individual's Communication:					

Collaboration	1	2	3	4	NA
Demonstrates interest in/openness to opposing ideas or opinions					
Exhibits respect for individuals whose experience and/or lifestyle differs from their own					
Is fair and impartial in their interactions with others					
Seeks out input from others re: processes, systems, techniques, and tools					
Empowers others to capitalize on their individual strengths and skills					
Recognizes, respects, and/or rewards the contributions of others					
Works well with others					
Overall Comments on Individual's Collaboration:					

Influence	1	2	3	4	NA
Engenders trust such that others assume positive intent					
Employs the power of persuasion to earn buy-in from others					
Inspires a sense of purpose and motivates others to perform their best					
Embodies the qualities and characteristics of effective leadership					
Overall Comments on Individual's Influence:					

Section 2: Impact

Accountability	1	2	3	4	NA
Exemplifies the organization's vision, mission, and core values					
Establishes ambitious but attainable goals					
Is proactive and self-directed					
Demonstrates appropriate follow-through and/or follow-up					
Exhibits ownership for the outcome(s) of their work					
Exhibits resilience in response to adversity					
Is receptive to redirection as priorities and/or strategies evolve					
Cultivates a culture of continuous improvement					
Overall Comments on Individual's Accountability:					

Results	1	2	3	4	NA
Makes competent use of resources (processes/systems/technology/tools)					
Is knowledgeable of best practices and recent trends in the industry					
Prioritizes, plans, organizes, and executes work effectively					
Anticipates and addresses obstacles and/or problems, real and potential					
Identifies root causes, analyzes options, and offers solutions					
Maintains high standards and works diligently to meet them					
Manages deadlines and deliverables to complete projects/tasks on time					
Produces high-quality work that is accurate, complete, and thorough					
Completes tasks efficiently					
Overall Comments on Individual's Results:					

Section 3: General Feedback

What are the most important or impressive skills and strengths the employee brings to their new role or team?

What would you like to see the employee do more of? What is working well so far?

What would you like to see the employee do less of? Is there anything that is preventing the employee from realizing their full potential?

Section 4: Overall Assessment

How would you evaluate the employee’s overall performance in the course of the review period? What are the most important or impressive skills and strengths the employee brings to their role?

Performance Rating	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Performance Level	Does Not Meet Expectations	Reliably Meets Expectations	Often Exceeds Expectations	Consistently Exceeds Expectations
Comments				

