



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

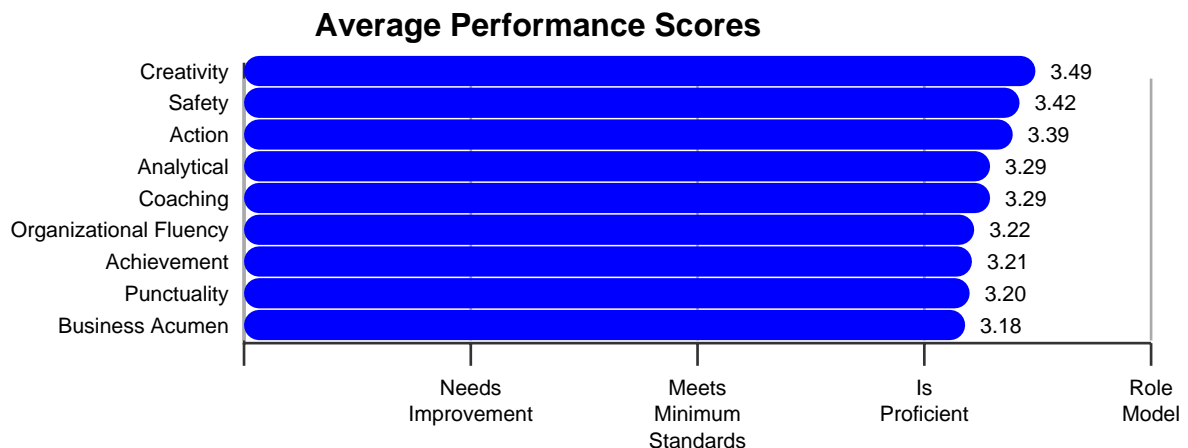
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

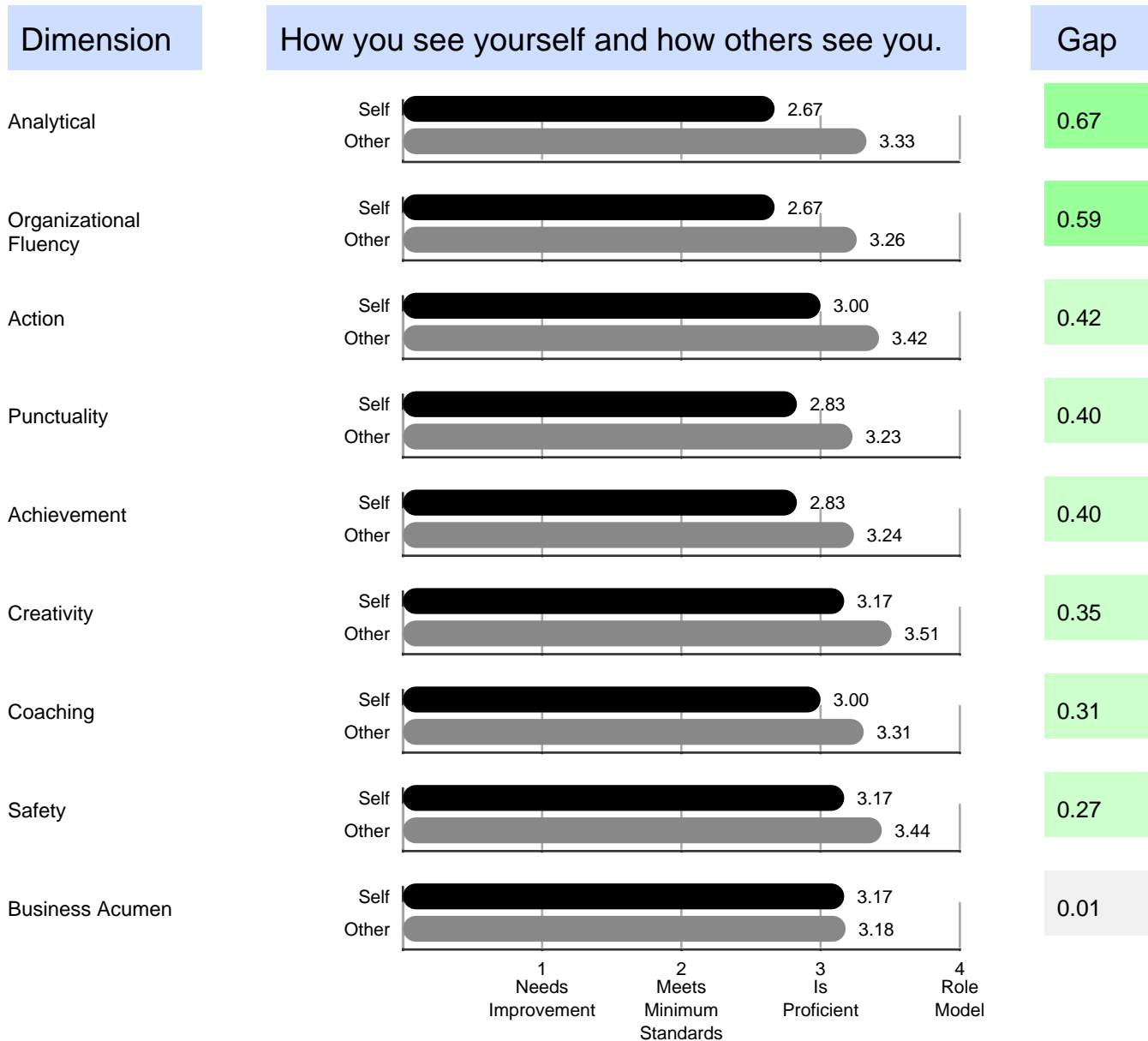
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Safety

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. You mitigate hazards and safety issues that arise.	15	3.20	93.3	7%	67%		27%
2. You support safety programs and procedures.	15	3.87	100.0	13%	87%		
3. You develop safety guidelines for the department.	15	3.33	93.3	7%	53%		40%
4. You point out behaviors in others that may be unsafe.	15	3.60	93.3	7%	27%	67%	
5. You are aware of osha safety guidelines.	15	3.33	93.3	7%	53%		40%
6. You participate in safety training when offered.	15	3.20	93.3	7%	60%		33%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. You mitigate hazards and safety issues that arise.	3.29	3.20	-0.09 ▼
2. You support safety programs and procedures.	3.65	3.87	+0.22 ▲
3. You develop safety guidelines for the department.	3.18	3.33	+0.16 ▲
4. You point out behaviors in others that may be unsafe.	3.41	3.60	+0.19 ▲
5. You are aware of osha safety guidelines.	3.24	3.33	+0.10 ▲
6. You participate in safety training when offered.	3.24	3.20	-0.04 ▼

Comments:

- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- He listens to the team.
- _____ offers support to his managers in a style that is engaging, consistent, and motivating.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.

Action

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
7. You motivate & supports others to gain skills	15	3.20	86.7	13%	53%	33%	
8. You make effective decisions	15	3.40	93.3	7%	47%	47%	
9. You drive and mobilizes others progress toward goals.	15	3.47	93.3	7%	40%	53%	
10. You get the job done.	15	3.47	93.3	7%	40%	53%	
11. You are not afraid to take corrective action when necessary.	15	3.53	100.0		47%	53%	
12. You do whatever it takes (within reason) to get the job done.	15	3.27	100.0		73%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
7. You motivate & supports others to gain skills	3.41	3.20	-0.21 ▼
8. You make effective decisions	3.24	3.40	+0.16 ▲
9. You drive and mobilizes others progress toward goals.	3.18	3.47	+0.29 ▲
10. You get the job done.	3.35	3.47	+0.11 ▲
11. You are not afraid to take corrective action when necessary.	3.47	3.53	+0.06 ▲
12. You do whatever it takes (within reason) to get the job done.	3.47	3.27	-0.20 ▼

Comments:

- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- _____ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- Great addition to the department!
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.

Punctuality

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. You maintain an efficient schedule of activities.	15	3.33	100.0		67%		33%
14. You avoid making personal phone calls during working hours.	15	3.13	86.7	13%	60%		27%
15. You start meetings on time.	15	3.07	80.0	20%	53%		27%
16. You conduct appointments at scheduled start time.	15	3.40	93.3	7%	47%		47%
17. You arrive to meetings on time.	15	3.27	93.3	7%	60%		33%
18. You respond to requests for information in a timely manner.	14	3.00	92.9	7%	79%		14%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
13. You maintain an efficient schedule of activities.	3.35	3.33	-0.02 ▼
14. You avoid making personal phone calls during working hours.	3.18	3.13	-0.04 ▼
15. You start meetings on time.	3.00	3.07	+0.07 ▲
16. You conduct appointments at scheduled start time.	3.65	3.40	-0.25 ▼
17. You arrive to meetings on time.	3.47	3.27	-0.20 ▼
18. You respond to requests for information in a timely manner.	3.12	3.00	-0.12 ▼

Comments:

- I think _____ is doing a great job! The learning curve is steep and he is growing to meet the challenge.
- He communicates clearly and responds to request without unnecessary delay.
- Building relationships of trust to enhance safety is an important part of our approach.
- Expectations are not always clearly communicated/outlined.
- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- He is well respected by his peers and it is clear to see why.

Analytical

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
19. You analyze data and information from several sources and arrives at logical conclusions.	15	3.47	100.0		53%	47%	
20. You implement data validation techniques and methods.	15	3.40	93.3	7%	47%	47%	
21. You identify problems and issues needing resolution.	15	3.53	100.0		47%	53%	
22. You use appropriate techniques to solve problems.	15	3.00	80.0	20%	60%		20%
23. You analyze issues and reduces them to your component parts.	15	2.87	80.0	20%	73%		7%
24. You ask the "right" questions to size up or evaluate situations.	15	3.47	100.0		53%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
19. You analyze data and information from several sources and arrives at logical conclusions.	3.59	3.47	-0.12 ▼
20. You implement data validation techniques and methods.	3.29	3.40	+0.11 ▲
21. You identify problems and issues needing resolution.	3.35	3.53	+0.18 ▲
22. You use appropriate techniques to solve problems.	3.00	3.00	
23. You analyze issues and reduces them to your component parts.	2.88	2.87	-0.02 ▼
24. You ask the "right" questions to size up or evaluate situations.	3.00	3.47	+0.47 ▲

Comments:

- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- One of the best supervisors that I have had.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- _____ has an incredible vision for our organization's strategy and improvement efforts.
- He has been and is a mentor for me.

Creativity

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. You are creative and inspirational.	15	3.67	100.0	33%	67%		
26. You develop solutions to challenging problems.	15	3.40	93.3	7%	47%	47%	
27. You inspire creativity in your team.	15	3.33	93.3	7%	53%	40%	
28. You are creative.	15	3.53	100.0	47%	53%		
29. You add value to the department/organization.	15	3.67	100.0	33%	67%		
30. You conceive, implement and evaluate ideas.	15	3.33	100.0	67%	33%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
25. You are creative and inspirational.	3.76	3.67	-0.10 ▼
26. You develop solutions to challenging problems.	3.53	3.40	-0.13 ▼
27. You inspire creativity in your team.	3.12	3.33	+0.22 ▲
28. You are creative.	3.41	3.53	+0.12 ▲
29. You add value to the department/organization.	3.59	3.67	+0.08 ▲
30. You conceive, implement and evaluate ideas.	3.41	3.33	-0.08 ▼

Comments:

- He exhibits vision, compassion and high integrity in all of his work.
- He is a great teammate!
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.

Achievement

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. You follow-up and take action when goals are not met to ensure better results in the future.	15	3.20	86.7	13%	53%	33%	
32. You schedule time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	3.40	100.0		60%	40%	
33. You make a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	3.20	86.7	13%	53%	33%	
34. You set ambitious standards of performance.	15	3.27	93.3	7%	60%	33%	
35. You are determined to complete tasks regardless of obstacles that may occur.	15	3.00	80.0	20%	60%	20%	
36. You demonstrate a well-organized and timely approach to achieve desired results	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. You follow-up and take action when goals are not met to ensure better results in the future.	3.18	3.20	+0.02 ▲
32. You schedule time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	3.35	3.40	+0.05 ▲
33. You make a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	3.18	3.20	+0.02 ▲
34. You set ambitious standards of performance.	2.88	3.27	+0.38 ▲
35. You are determined to complete tasks regardless of obstacles that may occur.	3.18	3.00	-0.18 ▼
36. You demonstrate a well-organized and timely approach to achieve desired results	3.18	3.20	+0.02 ▲

Comments:

- He encourages individual and professional improvement and provides educational opportunities.
- _____ would be my choice for permanent manager of the department.
- As a manager, _____ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.

Coaching

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. You develop the skills and capabilities of others.	15	3.27	93.3	7%	60%		33%
38. You help employees to maintain high personal standards.	15	3.27	86.7	13%	47%		40%
39. You provide clear, motivating, and constructive feedback.	15	3.13	86.7	13%	60%		27%
40. You help employees to understand responsibilities, authority, and expectations.	15	3.40	93.3	7%	47%		47%
41. You meet regularly with employees to coach them on areas that will enhance your performance	15	3.33	93.3	7%	53%		40%
42. You coach employees in how to strengthen knowledge and skills to improve work performance.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
37. You develop the skills and capabilities of others.	3.35	3.27	-0.09 ▼
38. You help employees to maintain high personal standards.	3.24	3.27	+0.03 ▲
39. You provide clear, motivating, and constructive feedback.	3.59	3.13	-0.45 ▼
40. You help employees to understand responsibilities, authority, and expectations.	3.29	3.40	+0.11 ▲
41. You meet regularly with employees to coach them on areas that will enhance your performance	3.29	3.33	+0.04 ▲
42. You coach employees in how to strengthen knowledge and skills to improve work performance.	3.41	3.33	-0.08 ▼

Comments:

- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- He knows his subject matter!
- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- _____ has demonstrated a strong drive in initially single handedly pushing the project forwards.

Business Acumen

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
43. You consider impact of actions on other areas of the organization.	15	3.13	86.7	13%	60%		27%
44. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.00	86.7	13%	73%		13%
45. You ask the 'right' questions to size up or evaluate situations.	15	3.53	100.0		47%	53%	
46. You understand complex issues and problems.	15	3.00	86.7	13%	73%		13%
47. You are able to align resources to meet the business needs of the company.	15	3.20	93.3	7%	60%		33%
48. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	15	3.20	93.3	7%	67%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
43. You consider impact of actions on other areas of the organization.	3.35	3.13	-0.22 ▼
44. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.18	3.00	-0.18 ▼
45. You ask the 'right' questions to size up or evaluate situations.	3.35	3.53	+0.18 ▲
46. You understand complex issues and problems.	3.24	3.00	-0.24 ▼
47. You are able to align resources to meet the business needs of the company.	3.00	3.20	+0.20 ▲
48. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	3.18	3.20	+0.02 ▲

Comments:

- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- _____ is a outstanding manager.
- _____ has been a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.

Organizational Fluency

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
49. You adept at navigating within the culture of the department.	15	3.40	93.3	7%	47%	47%	
50. You understand departmental policies and procedures.	15	3.13	80.0	7%	13%	40%	40%
51. You are able to deal with sensitive issues with tact and professionalism.	14	3.14	92.9	7%	71%		21%
52. You are able to use corporate politics to advance department objectives.	14	3.21	85.7	14%	50%		36%
53. You anticipate problems that may affect the department.	15	3.27	86.7	13%	47%		40%
54. You are effective in communicating with others within the organization.	15	3.13	86.7	13%	60%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
49. You adept at navigating within the culture of the department.	3.35	3.40	+0.05 ▲
50. You understand departmental policies and procedures.	3.29	3.13	-0.16 ▼
51. You are able to deal with sensitive issues with tact and professionalism.	3.24	3.14	-0.09 ▼
52. You are able to use corporate politics to advance department objectives.	3.06	3.21	+0.16 ▲
53. You anticipate problems that may affect the department.	3.59	3.27	-0.32 ▼
54. You are effective in communicating with others within the organization.	2.94	3.13	+0.19 ▲

Comments:

- I truly appreciate _____'s knowledge, his professionalism, and his reliability.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- As a new manager he is progressing very well.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- _____ is willing to understand how a current process works before wanting to incorporate changes.
- He is smart, quick, compassionate, and thorough.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- He works diligently with our supplier to ensure the inventory is cost effective.
- _____ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate _____ !
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- Outstanding leader.

What do you like best about working with this individual?

- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- _____ is the best employee the department has employed.
- I can not say enough good things about _____.
- He has hired good people, and developed strong relationship's with finance.

What do you like least about working with this individual?

- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- He has worked hard to understand people's strengths and what they need from him.
- _____ is a great manager to work for.
- _____ recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.

What do you see as this person's most important leadership-related strengths?

- He has an open door policy and is available when needed.
- _____ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- He is an excellent teammate, great attitude, effort, and energy.
- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.
- He is strong and firm in his decisions, but involves his entire team in those decisions.
- Positive attitude.

What do you see as this person's most important leadership-related areas for improvement?

- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- A willingness and flexibility to pitch in help where needed is important.
- He also has always been thankful for any help that I have given his.
- He clearly assigns our responsibilities by our individual strengths.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Uses his people skills to change negative situations into positive.

Any final comments?

- I respect _____'s focus and hard work to move this work forwards for the good of the organization and our customers, and without his personal efforts this project would not be underway.
- _____ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- _____ has used his strengths to make this department stronger in many ways.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.