

Sample A

Memorandum

To: Inez Anders
From: Katie Ogburn
Date: 1 December 2008
Subject: Kyle Houston's RPG Project Performance

Kyle Houston is not ready for the promotion to Team Leader at our Dallas office. After reviewing Kyle's performance data from the recent RPG project, I have determined that he needs work in certain areas before being promoted. Kyle has the potential to be a worthy candidate, but is not yet ready to manage the responsibilities of a Team Leader.

	Strengths	Weaknesses
Contributing	<ul style="list-style-type: none">• Offers ideas & suggestions• Attends all meetings• Meets all deadlines• 2.83 mean shows he performed very well	<ul style="list-style-type: none">• Range beginning at 2 shows mediocre performance in some area(s)
Listening	<ul style="list-style-type: none">• Lets other members talk• Limits discussion to main point of meeting• Clarifies other members' ideas• Resists telling other members what to think	<ul style="list-style-type: none">• 1.96 mean shows overall mediocre performance• Range beginning at 0 shows poor performance in some area(s)
Facilitating Group Problem-solving	<ul style="list-style-type: none">• Asks questions to organize discussion• Defines questions in order to stay on topic• Selects criteria for evaluating suggested ideas• Encourages suggestions of alternative solutions• Discards all but best solution	<ul style="list-style-type: none">• 2.18 mean shows overall mediocre performance• Range beginning at 0 shows poor performance in some area(s)

Although Kyle's strengths outweigh his weaknesses, the weaknesses are still apparent and need work. Kyle's overall contributing is very near perfect, but his listening and facilitating of group problem-solving need improvement before a promotion is considered again.

If you have any questions, please contact me at keogburn@bama.ua.edu.