

JOB REVIEW SUMMARY EXAMPLES Full Version

Job review summary examples play a vital role in helping employees, managers, and HR professionals understand workplace dynamics, employee satisfaction, and areas for improvement. Crafting an effective job review summary not only provides clarity on individual performance but also contributes to organizational growth by highlighting strengths and identifying opportunities for development. In this comprehensive guide, we will explore various examples of job review summaries, discuss best practices for writing impactful summaries, and provide templates to help you create compelling evaluations that support professional growth and organizational success.

Understanding the Purpose of Job Review Summaries

Before diving into specific examples, it's important to understand why job review summaries are essential in the workplace.

Key Objectives of Job Review Summaries

- Provide a clear overview of an employee's performance over a specific period.
- Highlight achievements, strengths, and contributions.
- Identify areas for improvement and development.
- Align individual goals with organizational objectives.
- Support decisions related to promotions, raises, or training needs.

A well-constructed review summary ensures that feedback is balanced, constructive, and actionable. It fosters open communication and helps motivate employees to reach their full potential.

Common Components of Job Review Summaries

Effective job review summaries typically include the following elements:

1. Introduction

- Brief overview of the review period.
- Purpose of the review.

2. Performance Highlights

- Key achievements.
- Notable contributions.
- Successful projects or initiatives.

3. Strengths

- Skills and qualities demonstrated.
- Positive behaviors and attitudes.

4. Areas for Improvement

- Challenges faced.
- Specific skills or behaviors needing development.

5. Goals and Recommendations

- Short-term and long-term objectives.
- Suggested training or support.
- Next steps for growth.

Examples of Job Review Summary Statements

Below are curated examples illustrating how different job roles and performance levels can be summarized effectively.

Example 1: Customer Service Representative

Review Period: January 2023 ? June 2023

Summary: Jane has consistently demonstrated excellent customer service skills, maintaining a 95% customer satisfaction rating. She effectively resolves issues with professionalism and empathy, contributing to positive client feedback. Her ability to handle high call volumes with patience and efficiency has been commendable. Moving forward, Jane is encouraged to develop her upselling techniques to increase revenue opportunities.

Example 2: Software Developer

Review Period: March 2023 ? August 2023

Summary: John successfully led the development of the new mobile app feature, which received positive user feedback and increased app engagement by 20%. He exhibits strong coding skills and collaborates well within the team. To enhance his growth, John should focus on improving his project management skills and participating in leadership training opportunities.

Example 3: Marketing Manager

Review Period: April 2023 ? September 2023

Summary: Sarah has developed and executed a comprehensive digital marketing campaign that resulted in a 30% increase in online sales. She demonstrates strategic thinking, creativity, and effective team leadership. To further advance, Sarah should work on data analysis skills to better measure campaign ROI and optimize future initiatives.

Example 4: Administrative Assistant

Review Period: June 2023 ? December 2023

Summary: Michael has shown reliability and organizational skills, managing schedules and correspondence efficiently. His attention to detail has minimized errors in reports and documentation. For continued growth, Michael is encouraged to enhance his proficiency with new office management software and take on additional responsibilities to prepare for supervisory roles.

Best Practices for Writing Effective Job Review Summaries

Creating impactful review summaries requires a thoughtful approach. Here are some key practices:

1. Be Specific and Evidence-Based

- Use concrete examples to illustrate points.
- Quantify achievements where possible (e.g., sales increased by 15%).

2. Maintain Balance

- Highlight strengths alongside areas for improvement.

- Use positive language to motivate rather than discourage.

3. Be Clear and Concise

- Avoid jargon or vague statements.
- Focus on relevant information to keep the summary focused.

4. Align with Organizational Goals

- Connect individual performance with company objectives.
- Emphasize contributions to team or organizational success.

5. Set Actionable Goals

- Define specific, measurable, achievable, relevant, and time-bound (SMART) objectives.
- Provide recommendations for development opportunities.

Templates for Job Review Summaries

To streamline the process, here are versatile templates you can adapt for different roles.

Template 1: General Job Review Summary

Employee Name: _____

Position: _____

Review Period: _____

Performance Highlights:

- _____
- _____
- _____

Strengths:

- _____
- _____

Areas for Improvement:

- _____
- _____

Goals and Recommendations:

- _____
- _____

Overall Comments: _____

Template 2: Role-Specific Job Review Summary

Employee Name: _____

Position: _____

Review Period: _____

Performance Summary:

The employee has demonstrated [insert role-specific strengths, e.g., technical expertise, leadership, creativity], contributing to [specific achievements].

Key Achievements:

- _____
- _____

Development Areas:

- _____
- _____

Next Steps:

- Set measurable goals for the next period.
- Identify training or mentorship opportunities.

Final Comments: _____

Conclusion

Effective job review summary examples serve as valuable tools for fostering communication, recognizing achievements, and guiding professional development. By adhering to best practices and utilizing structured templates, managers and HR professionals can craft summaries that motivate employees, align individual efforts with organizational strategies, and promote continuous improvement. Remember, the goal of a job review summary is not only to evaluate but also to inspire growth and engagement within the workplace.

Implementing well-written, balanced, and specific reviews creates a positive cycle of feedback that benefits both employees and the organization. Use the examples and templates provided to develop your own impactful review summaries that support a thriving, productive work environment.

Job review summary examples are essential tools for both employees and employers to evaluate, reflect on, and communicate performance and workplace experiences effectively. These summaries serve as concise yet comprehensive snapshots of an individual's contributions, strengths, areas for improvement, and overall job satisfaction. Well-crafted job review summaries can foster transparency, motivate employees, guide professional development, and enhance organizational culture. Whether used in formal performance appraisals, LinkedIn recommendations, or internal feedback reports, having exemplary examples at hand can help shape impactful and constructive evaluations.

In this article, we'll explore various job review summary examples, analyze their structure, highlight their key features, and discuss how to craft effective summaries tailored to different contexts. By the end, you'll have a clearer understanding of how to write compelling job review summaries that convey meaningful insights and foster growth.

Understanding the Purpose of Job Review Summaries

Before diving into examples, it's vital to grasp why job review summaries matter. They serve multiple functions, including:

- Performance Evaluation: Providing a snapshot of employee achievements and challenges.
- Feedback Mechanism: Offering constructive criticism and recognition.
- Career Development: Identifying strengths and opportunities for growth.
- Documentation: Maintaining records for HR processes or future references.
- Motivation: Recognizing contributions to boost morale.

A well-structured review summary balances objective data with qualitative insights, offering a holistic view of an employee's performance.

Key Components of Effective Job Review Summaries

Before examining specific examples, it's helpful to understand the typical elements included in a good job review summary:

- Introduction
 - Brief overview of the employee's role and tenure.
 - Context setting for the review period.
- Performance Highlights
 - Major accomplishments.
 - Skills demonstrated.
 - Goals achieved.
- Areas for Improvement
 - Challenges faced.
 - Development opportunities.
- Overall Evaluation
 - Summary judgment on performance.

- Recommendations or future goals.
- Closing Remarks
- Encouragement or motivational comments.
- Next steps or follow-up actions.

Features to consider:

- Clarity and conciseness.
- Use of specific examples.
- Balanced tone?honest yet respectful.
- Actionable insights.

Sample Job Review Summary Examples

Below are several examples of job review summaries tailored for different roles and contexts. These samples illustrate how to incorporate the key components effectively.

Example 1: Customer Service Representative

John has been a dedicated Customer Service Representative for the past two years. During this review period, he consistently demonstrated exceptional communication skills and a strong commitment to resolving customer issues efficiently.

Performance Highlights:

- Resolved an average of 50+ customer inquiries daily, maintaining a 95% satisfaction rate.
- Developed a new FAQ resource that reduced call times by 15%.
- Recognized twice as Employee of the Month for outstanding service.

Areas for Improvement:

- Needs to improve handling difficult customer interactions by employing more de-escalation techniques.
- Could benefit from additional training in CRM software to streamline data entry.

Overall Evaluation:

John's positive attitude and problem-solving skills significantly contribute to the team's success. With targeted training on conflict resolution, he can elevate his performance further.

Next Steps:

- Enroll in conflict management workshops.
- Set monthly goals for reducing call handling times.

Pros:

- Specific metrics and examples.
- Balanced praise and suggestions.
- Clear development plan.

Cons:

- Slightly lacks mention of teamwork or collaboration skills.

Example 2: Software Developer

Emily has been a key member of the software development team for over three years. Her technical expertise and proactive approach have driven several successful projects.

Performance Highlights:

- Led the development of the new mobile app, resulting in a 20% increase in user engagement.
- Consistently writes clean, efficient code, with minimal bugs reported.
- Mentored junior developers, fostering a collaborative team environment.

Areas for Improvement:

- Needs to improve time management to meet tight project deadlines.
- Should engage more in cross-departmental communication to better understand client needs.

Overall Evaluation:

Emily's technical skills and leadership qualities are assets to the organization. Focused efforts on improving project planning will enhance her overall performance.

Next Steps:

- Attend time management and project planning workshops.
- Participate in client meetings to gain broader insights.

Features:

- Emphasizes leadership and technical skills.
- Provides actionable next steps.
- Recognizes mentorship role.

Example 3: Sales Manager

Mark has successfully managed the sales team for the past year, exceeding targets and fostering a motivating environment.

Performance Highlights:

- Achieved 110% of quarterly sales goals consistently.
- Implemented new training programs that increased team productivity.
- Built strong relationships with key clients, leading to repeat business.

Areas for Improvement:

- Needs to delegate more to avoid burnout.
- Should focus on data analysis to identify emerging market trends.

Overall Evaluation:

Mark's strategic approach and leadership have yielded measurable results. Developing delegation skills and analytical capabilities will further strengthen his management effectiveness.

Next Steps:

- Attend leadership development courses.
- Schedule regular data review sessions with the team.

Features:

- Quantitative achievements.
- Emphasis on leadership development.
- Clear future focus.

Tips for Writing Effective Job Review Summaries

Creating impactful review summaries involves more than listing achievements. Here are some best practices:

- Be Specific: Use concrete examples and measurable results.
- Maintain Balance: Highlight strengths and acknowledge areas for growth.
- Use a Professional Tone: Respectful and constructive language encourages improvement.
- Align with Goals: Connect feedback to organizational or personal objectives.
- Be Forward-Looking: Suggest next steps or development opportunities.

Conclusion

Job review summary examples serve as vital tools for fostering employee development, recognizing achievements, and guiding organizational growth. Well-crafted summaries combine clear structure, specific examples, balanced feedback, and actionable recommendations. Whether you are a manager preparing performance evaluations or an employee seeking to understand how to communicate your contributions, studying effective review examples can significantly enhance the quality of feedback.

By understanding the key components and features of impactful summaries, you can tailor your reviews to be more meaningful and motivating. Remember, the ultimate goal of a job review summary is not just to evaluate but to inspire continuous improvement and professional excellence.

In summary, leveraging well-designed job review summaries helps build a culture of transparency, accountability, and growth. Use the examples and tips provided to craft your own compelling evaluations that recognize achievements, identify opportunities, and set the stage for future

SUCCESS.

Question What are some key components to include in a job review summary example? A comprehensive job review summary should include employee achievements, skills demonstrated, areas for improvement, overall performance rating, and future development goals. How can I make my job review summary more impactful? Use specific examples and measurable outcomes to highlight accomplishments, maintain a professional tone, and focus on both strengths and opportunities for growth. What are some common mistakes to avoid in a job review summary? Avoid vague language, excessive negativity, lack of supporting details, and failing to balance positive feedback with constructive criticism. Can you provide a sample job review summary for a sales associate? Certainly! 'Jane consistently exceeded her sales targets by an average of 15% over the past quarter, demonstrating excellent customer service skills and deep product knowledge. She showed strong teamwork and is encouraged to develop her leadership abilities further.' How should I tailor a job review summary for a managerial role? Focus on leadership qualities, team management, strategic contributions, achievement of business goals, and initiatives led. Highlight how the manager has driven team performance and organizational success. What is the benefit of using a template for job review summaries? Templates ensure consistency, save time, and help cover all important aspects of performance, making the review process more efficient and professional. How often should job review summaries be updated and reviewed? Typically, job review summaries are updated annually or biannually, but ongoing feedback should be provided regularly to support continuous improvement and engagement.

Related keywords: job feedback samples, performance review templates, employee evaluation examples, work performance summary, professional review snippets, staff appraisal samples, employee feedback templates, work review comments, performance assessment examples, job performance summaries

Army Executive Summary Format Template

army executive summary format template

Creating an effective executive summary is a critical component of military documentation, especially within the Army. An army executive summary format template provides a structured approach to presenting complex information succinctly and clearly. Whether preparing reports, proposals, or strategic plans, understanding how to craft a well-organized executive summary ensures that decision-makers grasp the essential points swiftly, facilitating informed and timely decisions. This article offers a comprehensive guide to understanding, designing, and utilizing an army executive summary format template, ensuring your military reports are professional, clear, and

impactful.

Understanding the Importance of an Army Executive Summary

What is an Executive Summary?

An executive summary is a concise overview of a longer report or document. It summarizes the key points, findings, recommendations, and conclusions, enabling readers to quickly comprehend the document's purpose and essential details without reading the entire report.

Why is it Essential in the Army?

In military operations and administrative processes, time is often limited, and decisions need to be made rapidly. An effective executive summary:

- Provides a quick snapshot of complex information
- Highlights critical issues and solutions
- Facilitates strategic decision-making
- Ensures commanders and stakeholders are aligned on core objectives

Benefits of Using a Standardized Format

Adopting a consistent template ensures:

- Clarity and professionalism
- Ease of preparation and review
- Uniformity across reports
- Improved communication within military units

Key Components of the Army Executive Summary Format Template

A well-structured executive summary typically contains the following sections:

1. Title and Identification

- Document title
- Report number or reference code
- Date of preparation

- Prepared by (name, rank, position)

2. Purpose or Objective

- Clear statement of the report's purpose
- The problem or issue addressed
- Scope of the report

3. Background or Context

- Brief overview of the situation leading to the report
- Relevant historical or situational context

4. Key Findings or Analysis

- Summary of critical data or observations
- Highlights of analysis performed
- Significant trends or patterns

5. Conclusions

- Summarized insights drawn from findings
- Main takeaways

6. Recommendations

- Actionable suggestions
- Prioritized steps
- Responsible parties

7. Summary and Closing Remarks

- Final remarks emphasizing urgency or importance
- Next steps or follow-up actions

8. Appendices and References (if applicable)

- Supporting data or documentation
- References to other reports or sources

Designing an Army Executive Summary Format Template

Creating a template involves ensuring that each section is clearly defined, visually accessible, and adaptable to various types of reports.

Best Practices for Template Design

- Use Clear Headings: Make each section easily identifiable.
- Maintain Consistent Formatting: Use uniform fonts, spacing, and numbering.
- Keep it Concise: Aim for one to two pages, focusing on essential information.
- Incorporate Visuals: Charts or tables can efficiently summarize data.
- Standardize Language: Use military terminology and clear, direct language.
- Include a Table of Contents: For longer reports, aiding navigation.

Sample Army Executive Summary Format Template

> Title: [Report Title]

> Reference Number: [XXXX-XXXX]

> Date: [YYYY-MM-DD]

> Prepared by: [Name, Rank, Position]

Purpose:

[Briefly state the purpose of the report]

Background:

[Provide context or background information]

Key Findings:

- [Finding 1]
- [Finding 2]
- [Finding 3]

Conclusions:

- [Summary of insights]

Recommendations:

- [Action Step 1]
- [Action Step 2]
- [Action Step 3]

Summary:

[Final remarks emphasizing the importance of the report and next steps]

Attachments:

- [List of appended documents or data]

Steps to Develop an Effective Army Executive Summary Using the Template

1. Gather and Analyze Data

Before drafting, collect all relevant data, reports, and analysis results. Ensure accuracy and clarity.

2. Define the Purpose

Clearly understand what the executive summary aims to communicate?whether it's a problem statement, status update, or strategic recommendation.

3. Draft Each Section

Use the template sections as guides:

- Write succinctly, focusing on essential information.
- Use bullet points for clarity.
- Avoid jargon unless necessary, and define abbreviations.

4. Review and Edit

- Verify accuracy and completeness.
- Ensure clarity and conciseness.
- Seek feedback from colleagues or superiors.

5. Finalize and Distribute

- Format the document professionally.
- Attach relevant appendices or data.
- Distribute to stakeholders promptly.

Best Practices for Using the Army Executive Summary Format Template

- Consistency: Always adhere to the template to maintain professionalism.
- Customization: Adjust sections as necessary for specific reports.
- Update Regularly: Revise the template periodically to reflect new reporting standards or organizational changes.
- Training: Educate personnel on effective executive summary writing and template utilization.

Common Mistakes to Avoid

- Overloading the summary with excessive details.
- Omitting key findings or recommendations.
- Using ambiguous language.
- Ignoring the target audience's information needs.
- Failing to proofread for errors and clarity.

Conclusion

An army executive summary format template is an invaluable tool for military professionals aiming to communicate complex information efficiently. By following a standardized structure, personnel can

produce clear, concise, and impactful summaries that support strategic decision-making and operational success. Proper design, consistent application, and continuous refinement of the template ensure that reports are professional and aligned with military communication standards.

Implementing a robust executive summary template within your unit or organization not only streamlines report preparation but also enhances clarity and effectiveness in conveying critical information. Whether for strategic planning, operational updates, or project proposals, mastering the army executive summary format template is essential for effective military communication.

Army Executive Summary Format Template: A Comprehensive Guide for Clear and Effective Communication

In the realm of military operations and strategic planning, clarity, brevity, and precision are paramount. The army executive summary format template serves as a vital tool for military personnel to distill complex information into a concise, accessible document that facilitates quick decision-making and effective communication. Whether preparing for a briefing, reporting on mission progress, or summarizing strategic initiatives, understanding the structure and best practices of an authoritative executive summary is essential. This article explores the key components, formatting guidelines, and practical tips for crafting an impactful army executive summary using a standardized template.

Understanding the Purpose of an Army Executive Summary

An executive summary in the Army context functions as a snapshot of a larger report, proposal, or plan. Its primary goal is to provide senior leadership and stakeholders with a clear, comprehensive overview of critical information without requiring them to review the entire document.

Key objectives include:

- Summarizing complex data and analysis succinctly
- Highlighting key findings, recommendations, and conclusions
- Facilitating informed decision-making
- Ensuring consistency and professionalism across reports

Given these objectives, the army executive summary format template must balance depth with brevity, ensuring the reader quickly grasps essential points.

Core Elements of the Army Executive Summary Format Template

A well-structured executive summary adheres to a standardized format that promotes clarity and

logical flow. The essential components include:

- Title and Identification Block

- Title: Clearly indicate the document's purpose, e.g., "Executive Summary of Mission Analysis" or "Strategic Operations Report."

- Date: Include the date of preparation.

- Author/Unit: Name of the responsible officer or unit.

- Reference Number: For tracking and cross-referencing.

- Introduction

- Briefly describe the purpose of the report.

- Provide context or background information necessary for understanding the summary.

- State the scope, including what is covered and any limitations.

- Background and Situation Overview

- Summarize the current operational environment.

- Highlight critical factors impacting the mission or project.

- Use bullet points or short paragraphs for clarity.

- Key Findings and Analysis

- Present the main insights derived from the detailed report.

- Focus on data-driven conclusions.

- Use subheadings for different sections (e.g., enemy disposition, logistical status, operational risks).

- Conclusions

- Summarize the main takeaways.
- Emphasize implications for ongoing or future operations.

- Recommendations

- Clearly outline suggested actions or decisions.
- Prioritize recommendations if applicable.
- Be specific, actionable, and supported by data.

- Summary and Closing Remarks

- Recap the core message.
- Reinforce the importance of recommended actions.
- Include any next steps or follow-up actions.

- Attachments or Appendices (if necessary)

- Reference detailed reports or data.
- Keep attachments concise and relevant.

Formatting Guidelines for the Army Executive Summary Template

Consistency and professionalism in formatting enhance readability and credibility. Here are recommended formatting standards:

- Length: Typically 1-2 pages, depending on complexity.
- Font: Use a standard, easy-to-read font such as Times New Roman or Arial, size 12.
- Margins: 1-inch margins on all sides.
- Spacing: Single-spaced, with clear paragraph separation.
- Headings: Bolded and capitalized to denote different sections.
- Bullet points and Lists: Use for clarity and emphasis.
- Numbering: Use numbered lists for steps or prioritized items.
- Page Numbers: Include in the footer for multi-page documents.

Practical Tips for Crafting an Effective Army Executive Summary

Creating a compelling executive summary requires attention to detail and strategic editing. Consider the following best practices:

- Know Your Audience
 - Tailor the content to the knowledge level and interests of senior leaders.
 - Focus on what matters most?operational impact, risks, and suggested actions.
- Be Concise and Specific
 - Avoid jargon or overly technical language unless necessary.
 - Use clear, straightforward language.
 - Keep sentences short and to the point.
- Highlight Critical Information
 - Lead with the most important findings and recommendations.
 - Use bold or italics sparingly to emphasize key points.
- Maintain Objectivity and Credibility
 - Present facts supported by data.
 - Avoid subjective opinions unless explicitly noted.
- Use Visual Aids Sparingly
 - Incorporate simple charts or tables if they enhance understanding.
 - Ensure visuals are clear and directly relevant.

- Review and Edit Ruthlessly
- Check for accuracy, clarity, and consistency.
- Seek feedback from colleagues or supervisors.
- Trim unnecessary details to maintain brevity.

Sample Army Executive Summary Format Template

Below is a sample layout illustrating the typical structure of an army executive summary:

[Title of Executive Summary]

Prepared by: [Name/Unit]

Date: [MM/DD/YYYY]

Reference Number: [Optional]

Introduction

This executive summary provides an overview of [purpose], focusing on [scope]. It aims to inform decision-makers about [main goal].

Background and Situation Overview

- Brief context of the operation or issue.
- Summary of current operational environment.
- Key challenges or constraints.

Key Findings and Analysis

- Enemy Disposition: [Summary]
- Logistical Status: [Summary]
- Operational Risks: [Summary]
- Other Critical Factors: [Summary]

Conclusions

Based on the analysis, the following conclusions are drawn:

- [Key conclusion 1]
- [Key conclusion 2]
- [Key conclusion 3]

Recommendations

To address the identified issues, the following actions are recommended:

- [Recommendation 1]
- [Recommendation 2]
- [Recommendation 3]

Summary and Next Steps

This summary emphasizes the need for prompt action on [specific recommendations]. The next steps involve [actions], with follow-up scheduled for [date].

Conclusion: The Significance of a Standardized Format

The army executive summary format template is more than a bureaucratic formality; it is a strategic communication tool that ensures vital information is conveyed efficiently and effectively. By adhering to a standardized structure, military personnel can produce reports that are easily digestible, professional, and impactful. This consistency not only saves time for busy decision-makers but also enhances the credibility of the reports, fostering trust and clarity within military operations.

In an environment where decisions can have profound consequences, mastering the art of the executive summary is indispensable. Whether you are drafting a quick situational update or a comprehensive strategic plan, a well-crafted executive summary rooted in a proven format template will serve as a cornerstone of effective military communication.

In summary, understanding and utilizing a army executive summary format template equips military professionals with a powerful tool to communicate complex information succinctly, support strategic decisions, and uphold the standards of military professionalism.

Question What is an army executive summary format template? An army executive summary format template is a standardized document layout designed to present key information concisely and effectively for military reports, proposals, or plans. **Why is using an executive**

summary template important in the army? Using a template ensures consistency, clarity, and efficiency in communication, allowing military leaders to quickly grasp essential details without sifting through lengthy reports. What are the key components typically included in an army executive summary template? Key components usually include an introduction, purpose, background, main findings or recommendations, conclusions, and action items or next steps. How can I customize an army executive summary template to fit specific needs? Customization can be done by adjusting sections to reflect the specific project or mission details, adding relevant data or visuals, and aligning the format with organizational standards. Are there any standard army executive summary templates available online? Yes, various military and government websites provide downloadable templates or examples that adhere to official formatting standards. What length should an army executive summary typically be? Generally, it should be concise, about one to two pages, summarizing the most critical information without unnecessary details. Can I include visuals or charts in the army executive summary template? Yes, incorporating visuals like charts, graphs, or maps can enhance understanding and provide quick insights into complex data. What are common mistakes to avoid when using an army executive summary template? Common mistakes include being too vague, including irrelevant information, exceeding recommended length, or failing to follow the standardized format. How does an effective army executive summary template improve decision-making? It provides clear, concise, and pertinent information that helps leaders make informed decisions rapidly and accurately. Where can I find training or guidance on creating an army executive summary using the proper template? Training resources are available through military leadership development courses, official army manuals, or internal communication and documentation guidelines.

Related keywords: army report template, military executive summary, army document format, military report sample, army project summary, executive summary template, military documentation format, army briefing template, military report guidelines, army presentation format

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