

Communication Effectiveness Self feedback report



Mary Sample

Saturday, January 26, 2002

Introduction

The following information is provided to help you to navigate the extensive information that is included in this Communication Effectiveness output report.

1. Overall summary chart

The summary results chart provides a quick visual representation of your scores in seven categories that make up the Communication Effectiveness profile. Scores upon which to most concentrate are above 3.5, which are considered to be strong and scores below 2.75, which may be in need of further development. Please note that these category scores are averages. Individual question scores can be viewed by clicking on the category label hyperlink.

2. Category description pages

This report contains three output pages for each of the seven categories. The first of these three pages explains the category, list average scores and then provides high and low score interpretation notes. The second page provides a graphical representation of individual question scores. The third page in the set provides broadly based improvement actions for those individuals wanting to develop their competencies in the overall category.

3. 10/10 Report

The 10/10 Report page provides the raw scores for the top 10 highest scoring questions and the bottom 10 lowest scoring questions out of the 84. It also identifies the categories to which these questions belong.

4. Course and Reading suggestions

This output report includes development suggestions for the two lowest scoring categories out of the seven. These suggestions include training courses that may prove helpful, as well as specific books that may provide some useful additional information.

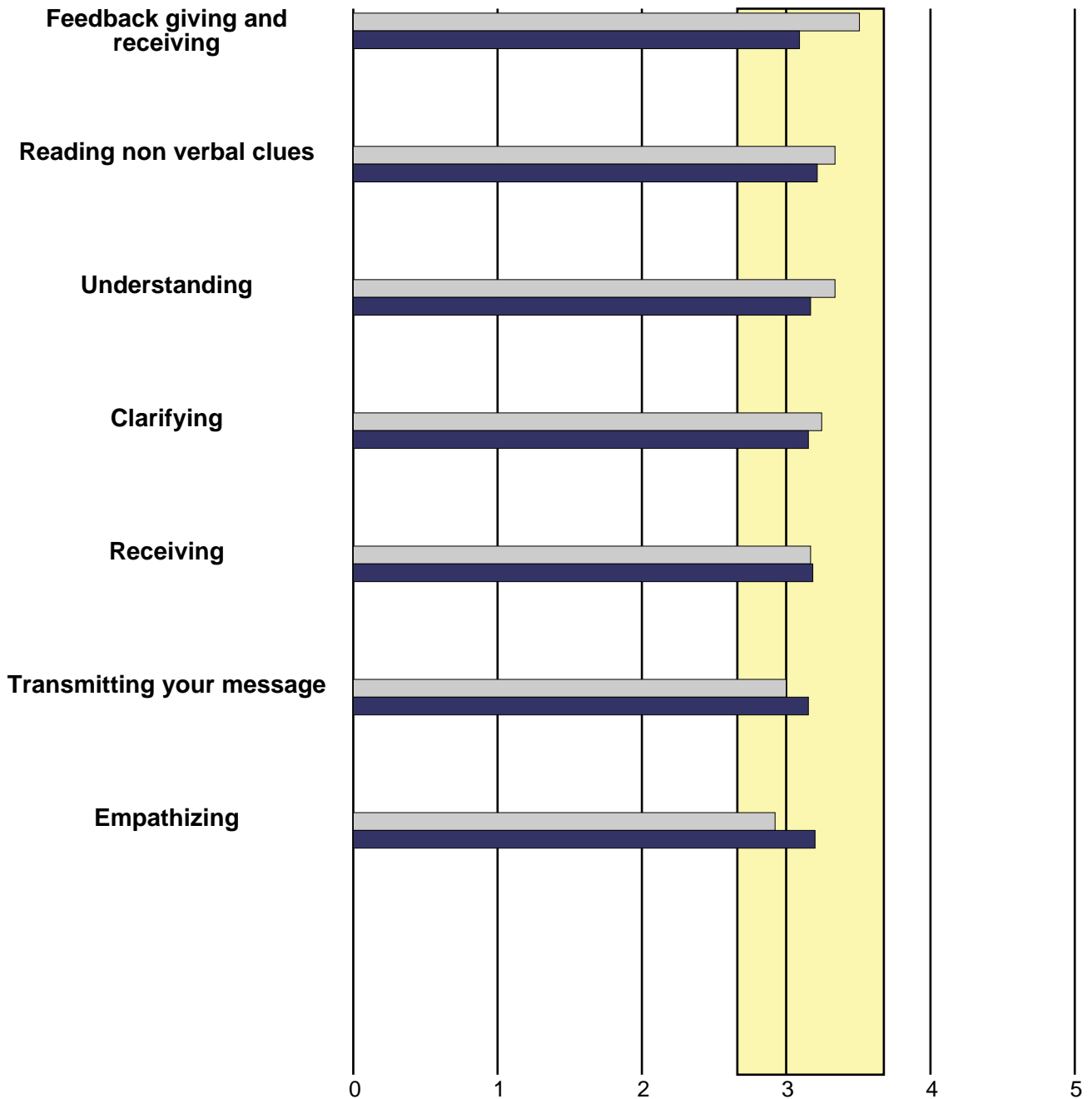
5. Development Plan

The development plan takes the five lowest scoring questions on aggregate and puts them into a single page template for individuals to record the specific actions that they plan to take as a result of their feedback during the forthcoming twelve month period. Individuals may draw upon any of the general guidance offered in their feedback report, or perhaps more usefully, draw upon the coaching tips ideas that are also included (see next section)

6. Coaching tips

The overall output report includes detailed coaching tips for the five lowest scoring questions on aggregate (consistent with the one page development plan). These coaching tips provide not only elaborative information about the particular questions but provide some specific advice on what individuals might do to improve their skills or learn new behaviors in the future.

OVERALL SUMMARY



Self
 Norm

The above chart is sorted in descending order of summary scores. Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

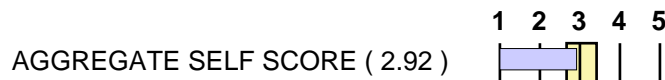
Communication Effectiveness Profile

EMPATHIZING

"Empathizing looks at the extent to which you think about the perspectives and feelings that other people may have when they communicate with you and how much you adjust your style to take account of them.

This category asks the question "How well do you create a climate of warmth and sincerity in which people feel that they can communicate their thoughts to you, and that you will listen?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual may has a more 'transactional' communication style, in which a discussion or conversation is only a functional exchange of words, without it needing to take account of any circumstantial context or feelings. They may also push their own agenda or communication priorities strongly at the expense of the other party.

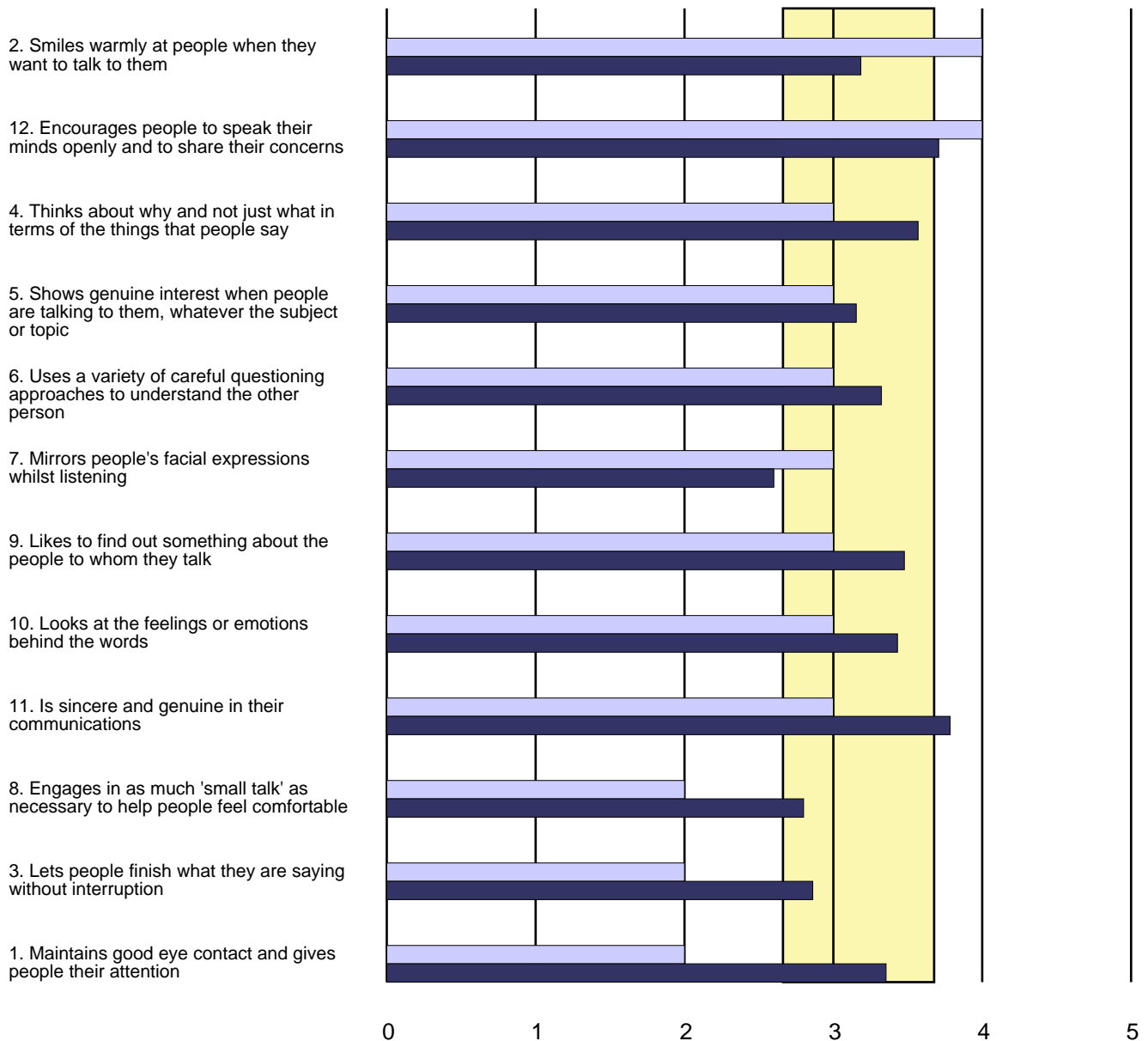
A low score person will usually keep their communications very direct and put personal outcomes or needs very much at the forefront. They may interrupt frequently and guess what the other person is going to say. This means that they may often miss important parts of the overall message, or create the impression that they have only a limited attention span for deeper or more complex issues"

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual naturally generates a 'spirit' of warmth towards people, and offers lots of help and support in facilitating an easy 'flow' of conversation (in both directions). They will therefore usually listen attentively and adapt or adjust their personal style to suit the situation as much as necessary to create the best possible climate.

A high score person will be likely to spend as much a time as necessary in engaging in 'small talk' or 'discovery led' conversation, in order to read the full needs of the other party and to offer supportive and insightful comments that can help to open up the discussion. This means that they will seek to establish the most appropriate communication climate for the circumstances, and offer an open ear to listen empathetically."

Communication Effectiveness Profile EMPATHIZING



Self Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

Communication Effectiveness Profile EMPATHIZING

"Empathizing looks at the extent to which you think about the perspectives and feelings that other people may have when they communicate with you and how much you adjust your style to take account of them. This category asks the question "How well do you create a climate of warmth and sincerity in which people feel that they can communicate their thoughts to you, and that you will listen?""

Improvement actions

Low scorers need to develop an ability to generate more warmth and sincerity in all of their conversations, and show genuine care and interest in what other people have to say on a consistent basis. This will involve being more patient, taking more time to engage in 'small talk' and trying to appreciate feelings and emotions just as much as the words that they hear.

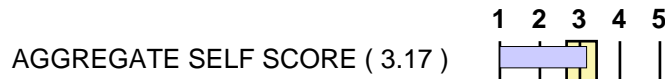
Empathizing	<ul style="list-style-type: none">-Try to smile at people more often and be a friendly and sincere as you can when they are talking to you.-Make a strong effort to put yourself in the other person's position and to imagine what they might be feeling or where they might be coming from in sending their message.-Let people express their thoughts and feelings fully without interrupting as far as you can-Discover an area of common interest about the other people with whom you communicate regularly and use this to help build your relationship with them.-Openly share your interests with other people and encourage them to share their interests with you.
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Communication Effectiveness Profile

RECEIVING

Receiving looks at how well you listen to, and successfully process other people's messages (both verbal and non verbal) before you respond. This category asks the question "How attentive or empathetic are your listening habits in ensuring that you've fully appreciated the sender's entire communication"?

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual may not always fully appreciate what people communicate or may miss important components of the overall message. They are also prone to being easily distracted and to jump into conversations before the sender has finished speaking.

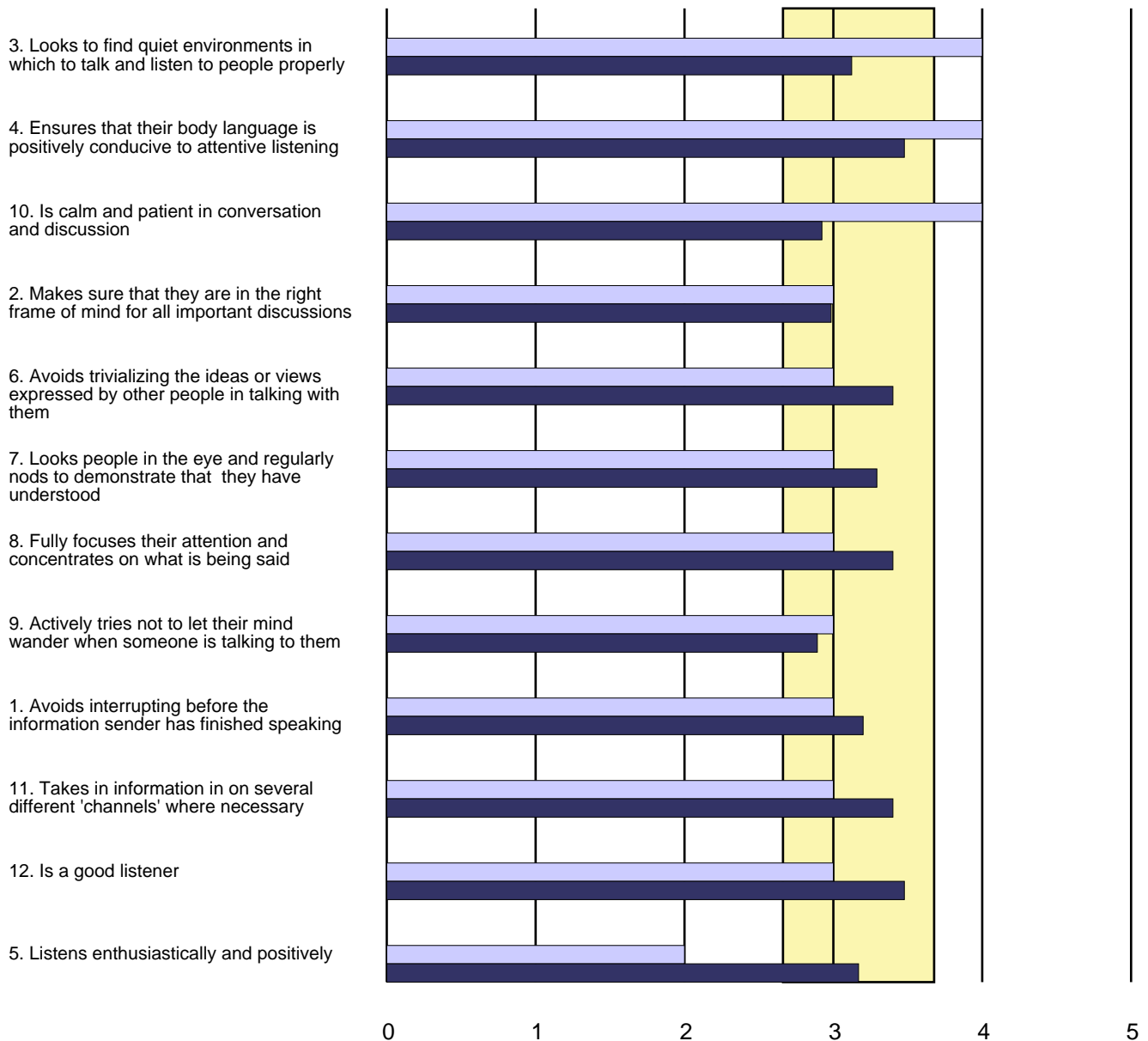
A low score person will be likely to find that communications can be frustrating or even confusing. Although blame may often be attributed to the sender, this is more likely to arise as a result of poor listening, given insufficient time and focus to hearing the full message and letting the mind wander to other things (or supposedly greater priorities and tasks)."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual is an attentive listener and effective at appreciating the 'tenor' most communications in whatever form they may take. They will therefore concentrate genuinely and focus well on what people say to them and maintain a calm and patient demeanor to let people get their message across without interruption.

A high score person will be likely to be seen as a highly appreciative and attentive listener and one that freely gives of their time and energy to ensure that they have done as much as possible to hear and appreciate the sender's full message. High scorers will therefore tend to be much more valued when an individual is looking to communicate important or complex information to someone, and gain their insight or comment."

Communication Effectiveness Profile RECEIVING



Self Norm

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Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

Communication Effectiveness Profile RECEIVING

Receiving looks at how well you listen to, and successfully process other people's messages (both verbal and non verbal) before you respond. This category asks the question "How attentive or empathetic are your listening habits in ensuring that you've fully appreciated the sender's entire communication"?

Improvement actions

Low scorers need to speak less and listen more. To do this they need to become more concerned to find conducive listening environments where necessary, avoid interrupting and letting their mind wander. Most of all they need to try to quietly hear the whole message being communicated without 'jumping' in too soon.

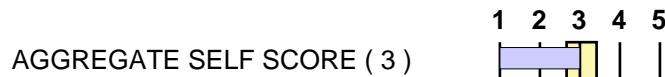
Receiving	<ul style="list-style-type: none">-Nod or show that you have understood in other ways at regular points in any conversation.-Maintain as much direct eye contact as you can and show genuine and focused interest in the communication.-Look to avoid generally showing any distraction - physical or mental, as much as you can.-Aim to be as calm, quiet and patient as you can in general conversations (especially with quieter people)-Focus on and between the words that you hear in order to appreciate the sender's full communication.
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Communication Effectiveness Profile

TRANSMITTING YOUR MESSAGE

Transmitting your message looks at the extent to which you use a range of communication methods and means to get your core messages across to others successfully. This category asks the question "How well do you ensure that the transmission of information that is important to you is communicated in language that is clear, concise and consistent?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual is prone to forget the needs of different audiences to which they communicate. They also do not necessarily select the most appropriate communication channels on all occasions (and use mainly one single communication or delivery style regardless of the situation).

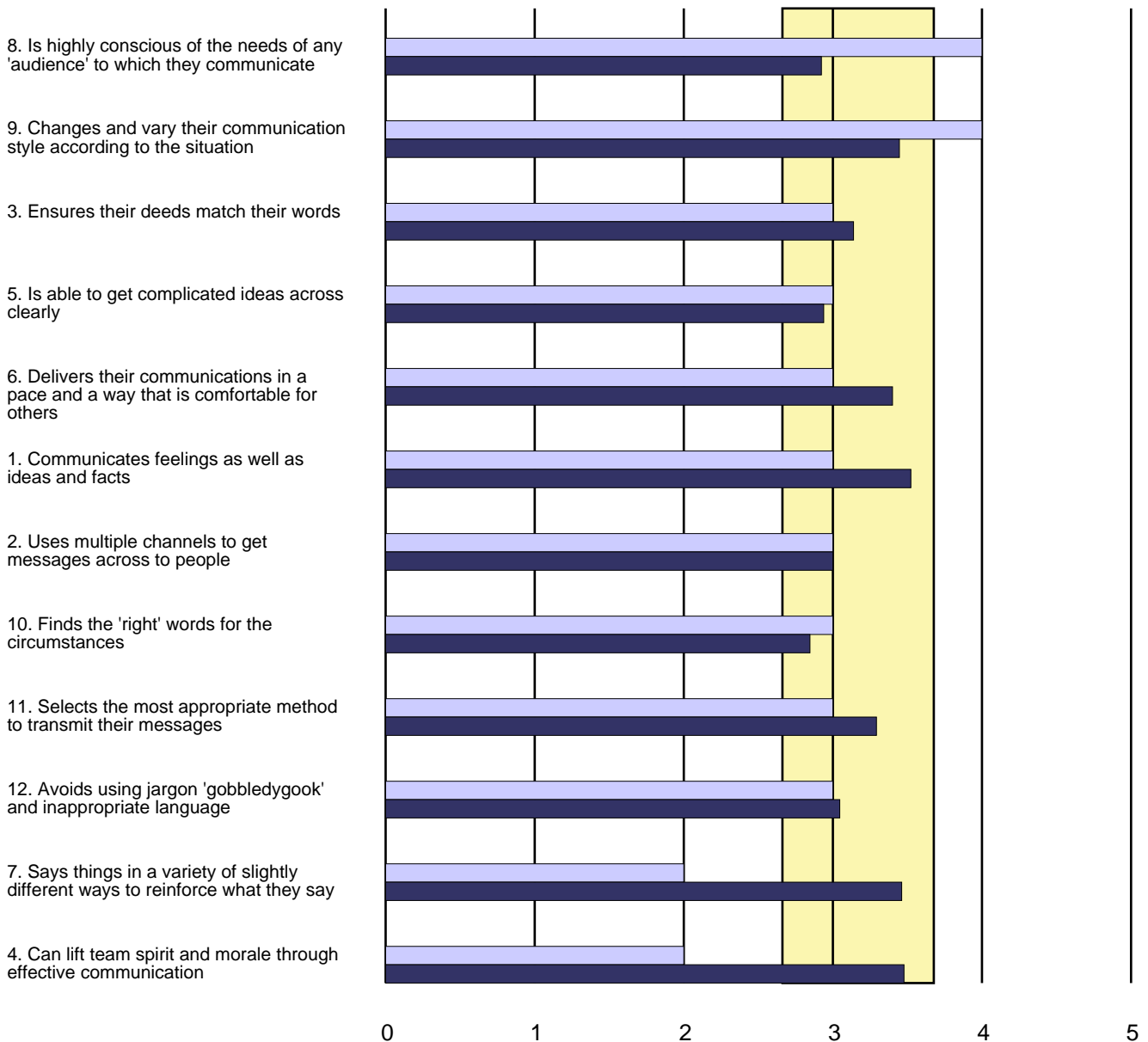
A low score person will be likely to find communication to be a challenge and perhaps something to 'get over and done with' as quickly as possible. Transmitting their message may well be regarded as a 'chore', which often yields mixed results in terms of people's capacity to be seen to be able to listen or understand properly and act appropriately on what they have heard."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual thinks carefully about the channels through which they transmit their message and the communication style that they adopt in order to be successful. To do this, they try hard to always be clear, concise and consistent in what they say and do.

A high score person will be likely to be acutely aware of the power to communicate and influence people successfully through good preparation, audience needs analysis and a versatility of transmission methods designed to ensure that every individual is given the best opportunity to appreciate the message."

Communication Effectiveness Profile TRANSMITTING YOUR MESSAGE



Self
 Norm

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Communication Effectiveness Profile TRANSMITTING YOUR MESSAGE

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Improvement actions

Low scorers need to think more about different individual and group preferences in terms of receiving information and about the impact that different channels and style can make to the ultimate understanding of a message (and, therefore, the success of the entire communication effort).

Transmitting your message	<ul style="list-style-type: none">-Recognize that your actions are likely to speak most loudly in communicating to others-Do things to support your verbal messages to help people to understand where you are coming from.-Practice varying your personal communication approach to suit the different situations that you encounter.-Avoid complex, jargonised or overly technical communications to audiences that may struggle to understand or act upon your message.-Deliver all of your messages in a slow and measured way taking account of the particular needs of the subject and the audience in question.
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Communication Effectiveness Profile

CLARIFYING

Clarifying looks at the extent to which you use careful and incisive questioning techniques to ensure you successfully translate the words and actions of the other party. This category asks the question "How well do you gently question and probe the other person in a conversation or discussion, in order to ensure that you accurately interpret their message"?

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual rarely uses questions to increase their understanding in their communications. Their questions may also lack incisiveness (or possibly make the other person feel that they have not been listening or are not interested in all of what they have got to say).

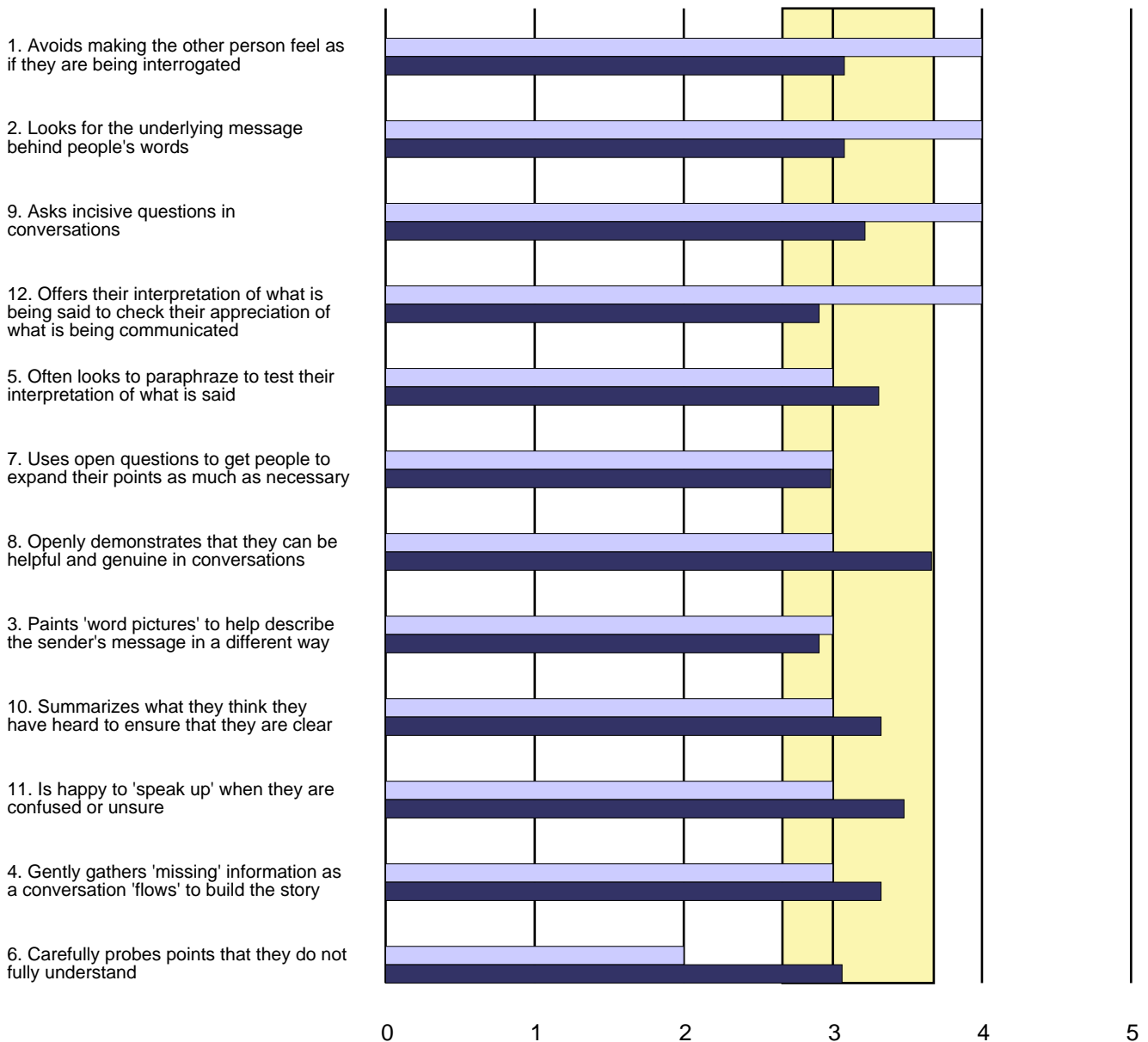
A low score person will be likely to generally engage in highly 'transactional' discussions and conversations in which questions of clarification are asked only exceptionally. Because they are also unlikely to summarize or paraphrase the sender's message frequently, they are likely to create the impression that their mind is elsewhere some of the time or that they will only ask questions when they want more information on subjects that are of interest to them."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual is skilled at using a variety of conversational techniques to check information without making the other party uncomfortable, or feel interrogated. They generally therefore, adopt a gentle and careful questioning approach whenever they feel unsure and are not clear about the message being transmitted.

A high score person will be likely to create a climate in which the information sender is given frequent indications that the receiver is concentrating and looking to fully understand the communication. This is achieved by using questions to demonstrate openness and a genuine desire to understand, rather than to demonstrate superior knowledge or to ask a question for the sake of saying something rather than nothing."

Communication Effectiveness Profile CLARIFYING



Self Norm

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Communication Effectiveness Profile

CLARIFYING

Clarifying looks at the extent to which you use careful and incisive questioning techniques to ensure you successfully translate the words and actions of the other party. This category asks the question "How well do you gently question and probe the other person in a conversation or discussion, in order to ensure that you accurately interpret their message"?

Improvement actions

Low scorers need to develop their skills in asking genuine and sincere questions when their understanding in a discussion is less than it should be. They can practice asking different kinds of questions as well as offering simple summaries of key points at appropriate conversational intervals.

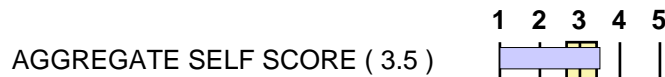
Clarifying	<ul style="list-style-type: none">- Rehearse asking questions in a variety of different ways to get people to say more or to elaborate fully on what they mean.- Use more paraphrasing, use of examples or analogies, or asking the other person directly to explain what they are saying in a different way.- Summarize points frequently and make sure that you have understood each statement that has been made as a discussion unfolds.- Look to elicit more information whenever necessary to ensure that your knowledge and understanding about what is being said is balanced and complete at all times.
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Communication Effectiveness Profile

FEEDBACK GIVING AND RECEIVING

Feedback giving and receiving looks at the extent to which you are able to successfully offer constructive feedback to, and are able to accept direct feedback from others. This category asks the question "How open are you to offering candid feedback to others in a constructive or helpful way, and how capable yourself in accepting coaching or guiding communications from others?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual is not an infrequent giver and receiver of feedback of any sort, and may even go out of their way to avoid making constructive comments to others or letting them offer comment (positive or negative) to them. They may therefore, adopt a silent approach or become evasive when asked to offer or take feedback.

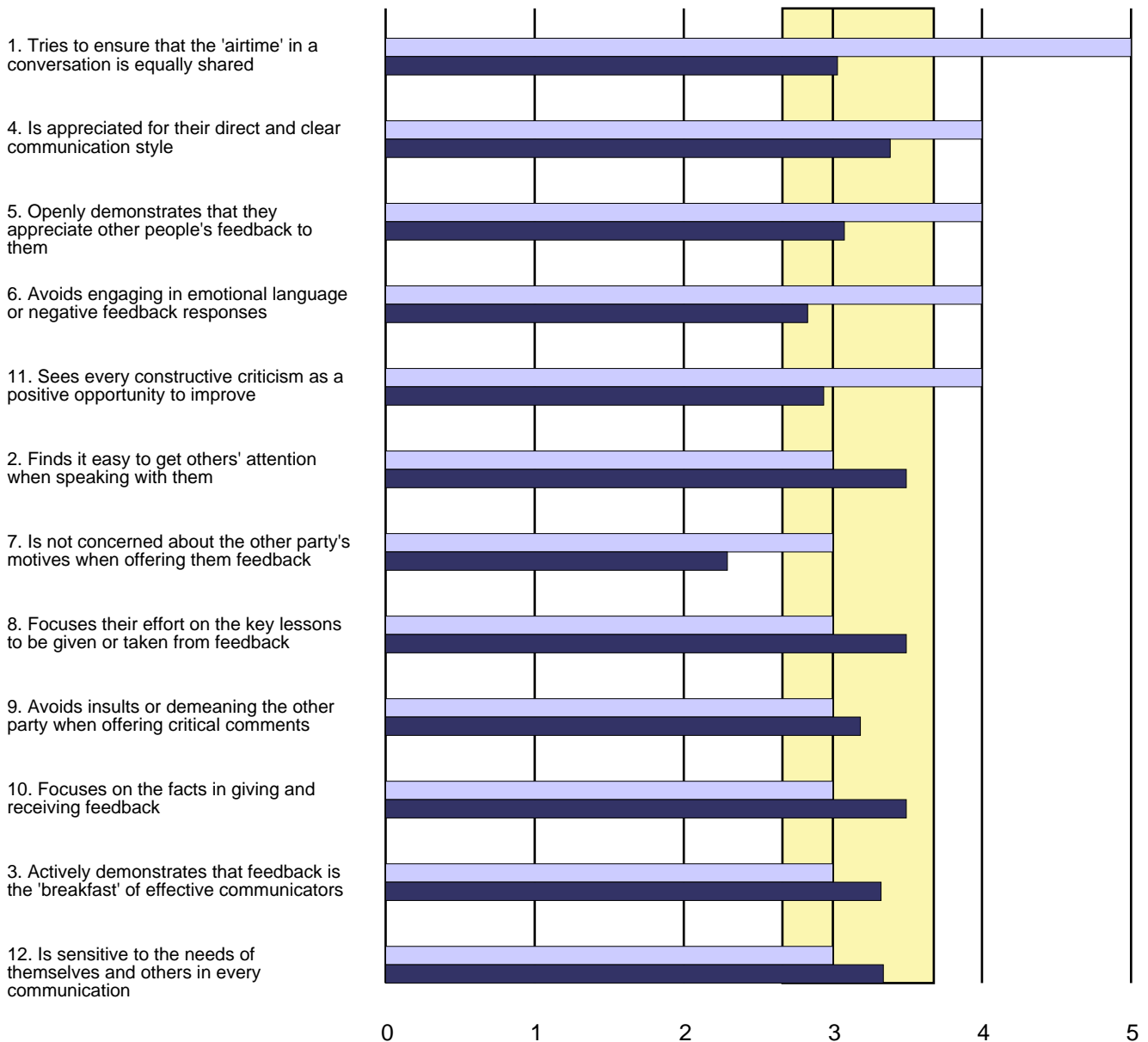
A low score person will be likely to adopt a 'closed' communication style in which they offer little or no constructive feedback to others and in turn, do not expect others to offer feedback to them. Conversations may therefore be somewhat 'mechanical' and exchange orientated with neither party gaining the benefit of useful guiding or coaching communication."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual is a frequent giver and receiver of feedback and sees it as a positive way to improve communication and knowledge for themselves and others. They will therefore, be adept at giving feedback to others and in inviting others to give feedback to them (and acting on the valuable advice they receive).

A high score person will be likely to quickly establish as much conversational rapport as possible with the other communication party. This is usually done by suggesting their openness to receiving and giving constructive feedback to each other as a means to building strong relationships, and by having deeper or more genuinely worthwhile discussions with people."

Communication Effectiveness Profile FEEDBACK GIVING AND RECEIVING



Self
 Norm

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Communication Effectiveness Profile FEEDBACK GIVING AND RECEIVING

Feedback giving and receiving looks at the extent to which you are able to successfully offer constructive feedback to, and are able to accept direct feedback from others. This category asks the question "How open are you to offering candid feedback to others in a constructive or helpful way, and how capable yourself in accepting coaching or guiding communications from others?"

Improvement actions

Low scorers need to accept two way feedback as a primary means by which better or highly quality communications can occur with and between people. This may mean becoming less 'thin skinned' about feedback that is genuinely offered and more open to giving people honest but helpful feedback when appropriate.

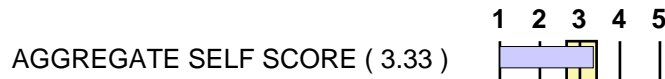
Feedback giving and receiving	<ul style="list-style-type: none">-Come to see the giving and receiving of regular constructive feedback as a primary means by which learning and improvement can occur for yourself and others around you.-Make notes on what you hear or to offer structured and specific feedback to others, and frequently invite people to offer open feedback to you on the same basis.-Always offer constructive comments, not negative or destructive remarks in taking or giving feedback.-Be sensitive to people's feelings when accepting feedback or giving it to others (e.g. avoid destructive comments, personal attacks, gratuitous insults etc).
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Communication Effectiveness Profile

READING NON VERBAL CLUES

Reading non-verbal clues looks at the extent to which you watch 'body language' and assess tone of voice to appreciate the complete communication message. This category asks the question "How well do you assess people's feelings and meaning by looking between and beyond the spoken words that you hear?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual generally misses non-verbal clues given by others or misinterprets them through a lack of appreciation about what they mean. This means that they are not likely to be good at reading other people, sensing communication atmospheres or spotting general discrepancies between verbal and non-verbal messages.

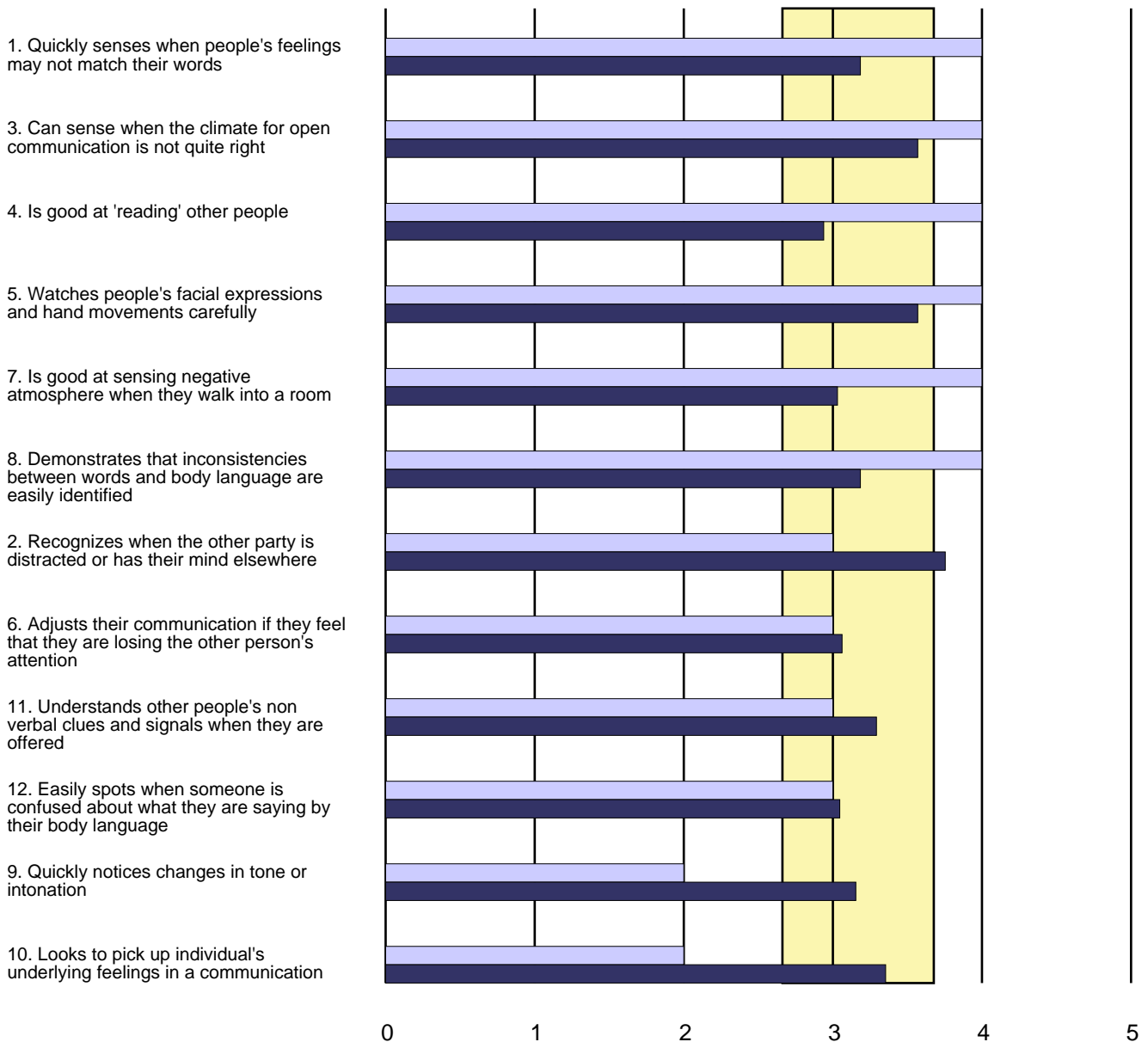
A low score person will be likely to find themselves to be almost wholly reliant on the words that people use in communication (often only 10% of the entire meaning being transmitted) and oblivious to signals from facial expressions, movements of the hands or feet, changes in inflection and tone and other clues that help to gain a full picture about what people are saying and feeling."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual is well tuned into the non-verbal clues or signals that are deliberately or accidentally offered by other people in different kinds of communication. This means that they will typically be not only alert to the signals but will also be able to interpret them successfully.

A high score person will be likely to focus as much on non-verbal communications as they do on the words being spoken, and constantly look for re-inforcement of underlying feelings or inconsistency when it arises. They will therefore, almost intuitively be able to read people and situations, even where words are few and even non-existent at times."

Communication Effectiveness Profile READING NON VERBAL CLUES



Self Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

Communication Effectiveness Profile

READING NON VERBAL CLUES

Reading non-verbal clues looks at the extent to which you watch 'body language' and assess tone of voice to appreciate the complete communication message. This category asks the question "How well do you assess people's feelings and meaning by looking between and beyond the spoken words that you hear?"

Improvement actions

Low scorers need to concentrate much more on watching the other person in a communication and listening carefully for changes in voice tone or emotional emphasis. This takes considerable practice and the commitment and patience to learn how to do it and to correctly interpret what is observed.

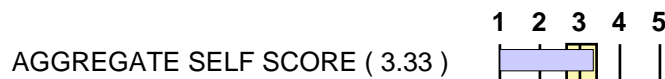
Reading non verbal clues	<ul style="list-style-type: none">-Quietly watch for the more subtle signals given by the communicator in terms of their physical actions or the tone of their voice.-Be silent for much longer than you are used to-Progressively learn what the different non-verbal signals mean above and beyond the words.-On every occasion, assess whether the entire communication climate or atmosphere offers any extra clues above and beyond the words alone.
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Communication Effectiveness Profile

UNDERSTANDING

Understanding looks at the extent to which you make sense of what you see and hear in order to engage fully in a conversation, and respond intelligently according to the circumstances. This category asks the question "How well do you reflectively process information as people are speaking, to understand the key aspects of what is being communicated, and how you might respond?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual may be often lost in longer or more complex conversations, and fails to spot the more subtle or underlying messages that are communicated. They may also infrequently take the opportunity to reduce or eliminate their confusion by asking questions, paraphrasing or summarizing where necessary in the conversation.

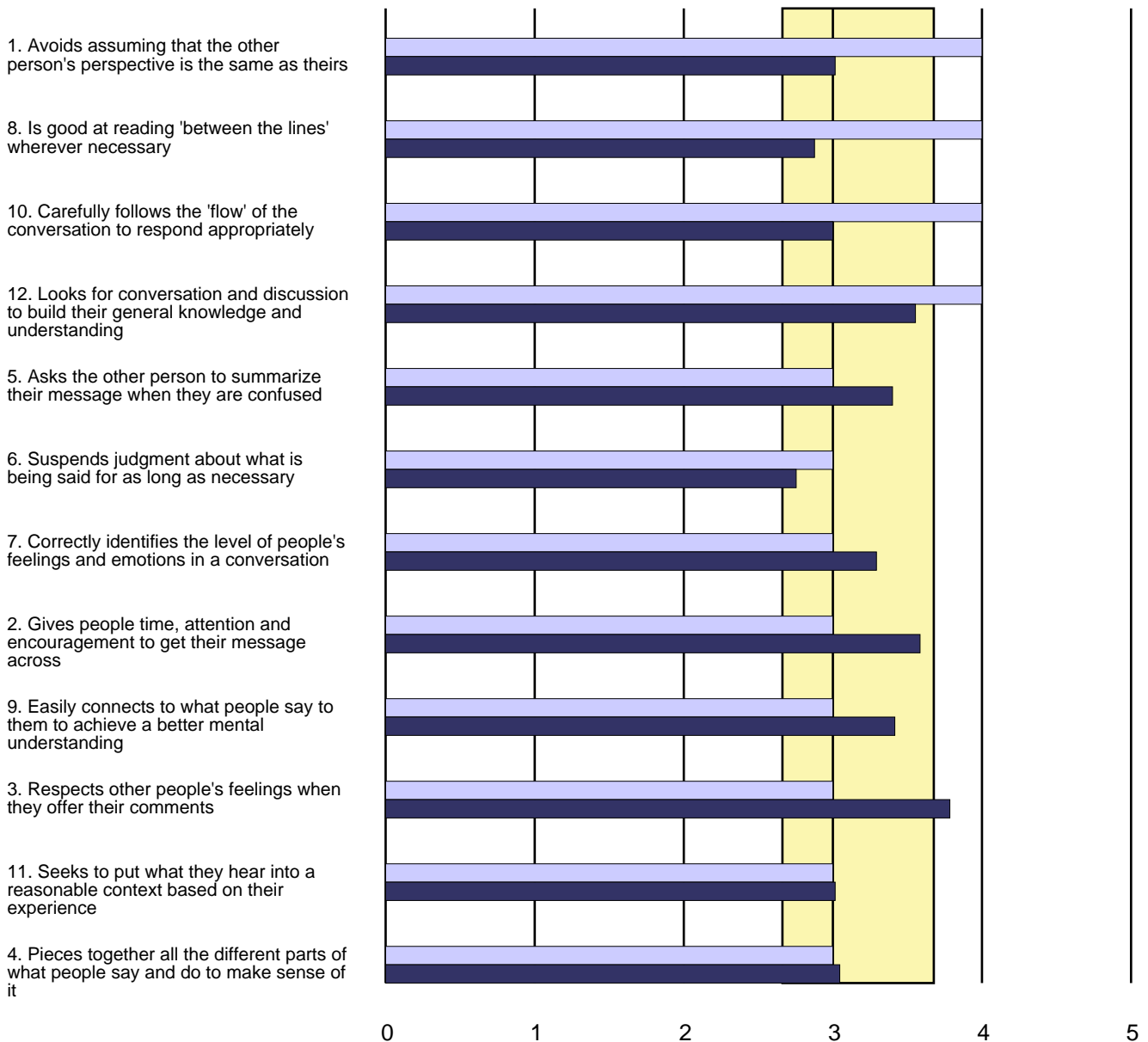
A low score person will be likely to find that they do not always follow another person's line of discussion or argument or not find it easy to predict where the conversation may be going next. As a result, they may not participate as actively in a conversation as they might or offer responses that are as helpful and 'intelligent' as they could be."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual carefully sifts and sorts what they see and hear when individuals are talking and work hard to both appreciate the entire message and to respond in a way that amply demonstrates their understanding.

A high score person will be likely to use empathetic listening techniques in their communications and recognize that how other people think or send their messages should not be judged from merely their own personal perspective. They will therefore progressively assemble data communicated and look beyond the words to feelings, emotions and other contextual factors as well."

Communication Effectiveness Profile UNDERSTANDING



Self
 Norm

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Communication Effectiveness Profile

UNDERSTANDING

Understanding looks at the extent to which you make sense of what you see and hear in order to engage fully in a conversation, and respond intelligently according to the circumstances. This category asks the question "How well do you reflectively process information as people are speaking, to understand the key aspects of what is being communicated, and how you might respond?"

Improvement actions

Low scorers need to put themselves more often in the shoes of the other person and to ask both what they might be saying and why, given all of the verbal and non-verbal clues put together. They can also concentrate more on the overall 'flow' or logical development of each conversation that they have.

Understanding	<ul style="list-style-type: none">- Avoid judging people's message or intentions too quickly by greater concentration on the entire communication over as long a time as necessary.- Look for key themes or core points in conversations- Use questions to confirm your understanding where necessary before responding.- Carefully assess the context in which people give you information or the entire way in which they communicate with you.
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THE '10/10' REPORT

Top 10 development needs

		scores
Empathizing	3. Lets people finish what they are saying without interruption	2.0
Empathizing	8. Engages in as much 'small talk' as necessary to help people feel comfortable	2.0
Receiving	5. Listens enthusiastically and positively	2.0
Empathizing	1. Maintains good eye contact and gives people their attention	2.0
Transmitting your message	4. Can lift team spirit and morale through effective communication	2.0
Transmitting your message	7. Says things in a variety of slightly different ways to reinforce what they say	2.0
Clarifying	6. Carefully probes points that they do not fully understand	2.0
Reading non verbal clues	9. Quickly notices changes in tone or intonation	2.0
Reading non verbal clues	10. Looks to pick up individual's underlying feelings in a communication	2.0
Reading non verbal clues	11. Understands other people's non verbal clues and signals when they are offered	3.0

Top 10 strengths

Feedback giving and receiving	1. Tries to ensure that the 'airtime' in a conversation is equally shared	5.0
Feedback giving and receiving	11. Sees every constructive criticism as a positive opportunity to improve	4.0
Reading non verbal clues	3. Can sense when the climate for open communication is not quite right	4.0
Reading non verbal clues	4. Is good at 'reading' other people	4.0
Reading non verbal clues	5. Watches people's facial expressions and hand movements carefully	4.0
Clarifying	9. Asks incisive questions in conversations	4.0
Clarifying	12. Offers their interpretation of what is being said to check their appreciation of what is being communicated	4.0
Feedback giving and receiving	4. Is appreciated for their direct and clear communication style	4.0
Feedback giving and receiving	5. Openly demonstrates that they appreciate other people's feedback to them	4.0
Feedback giving and receiving	6. Avoids engaging in emotional language or negative feedback responses	4.0

COURSE AND READING SUGGESTIONS

The following are general reading and course suggestions that may help you to better understand the two categories in which your scores were the lowest and to assist you in writing your development plan.

Empathizing

"Empathizing looks at the extent to which you think about the perspectives and feelings that other people may have when they communicate with you and how much you adjust your style to take account of them.

This category asks the question "How well do you create a climate of warmth and sincerity in which people feel that they can communicate their thoughts to you, and that you will listen?""

Course Suggestions

- Building empathy
- Reading other people
- Influencing others
- Listening skills
- Communication skills

Reading Suggestions

- Creating Harmonious Relationships : A Practical Guide to the Power of True Empathy, Andrew LeCompte, 2000
- The Art of Speedreading People : How to Size People Up and Speak Their Language, Paul D. Tieger, et al. February 1999
- Difficult Conversations : How to Discuss What Matters Most, Douglas Stone, et al. April 2000
- How to Be a Help Instead of a Nuisance : Practical Approaches to Giving Support, Service, and Encouragement to Others, Karen Kissel Wegela. 1996
- Be Your Own Executive Coach : Master High-Impact Communications Skills for Dealing With Difficult People, Improving Your Personal Image, Learning How, Peter Delisser. August 1999

Other Suggestions

- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

COURSE AND READING SUGGESTIONS

Transmitting your message

Transmitting your message looks at the extent to which you use a range of communication methods and means to get your core messages across to others successfully. This category asks the question "How well do you ensure that the transmission of information that is important to you is communicated in language that is clear, concise and consistent?"

Course Suggestions

- Effective team communication
- Presentation skills
- Speaking skills
- Writing skills
- Communication channels and vehicles

Reading Suggestions

- Buff and Polish: A practical guide to enhance your professional image and communication style, Kathryn Volin, 1999
- 101 Ways to Improve Your Communication Skills Instantly, Jo Condrill, et al. 1997
- Basic Presentation Skills, Gary Kroehnert, July 1999
- Feedback toolkit: 16 tools for better communication in the workplace, Rick Maurer, 1994
- Communicating for change, Roger D'Aprix, 1996
- Artful persuasion: How to command attention, change minds and influence people, Harry Mills, 2000
- The Presentation Skills Workshop: Helping People Create and Deliver Great Presentations, Sherron Bienvenu. December 1999

Other Suggestions

- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

DEVELOPMENT PLAN

Use the space below to write out your personal development plan for the next 12 months based on your results. Draw upon the general improvement actions in relevant areas of the report and ideas that are suggested in the attached coaching tips.

Development Area: Lets people finish what they are saying without interruption		2.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Engages in as much 'small talk' as necessary to help people feel comfortable		2.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Listens enthusiastically and positively		2.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Maintains good eye contact and gives people their attention		2.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Can lift team spirit and morale through effective communication		2.0	N/A	N/A
Action to Take:	Target Date:			