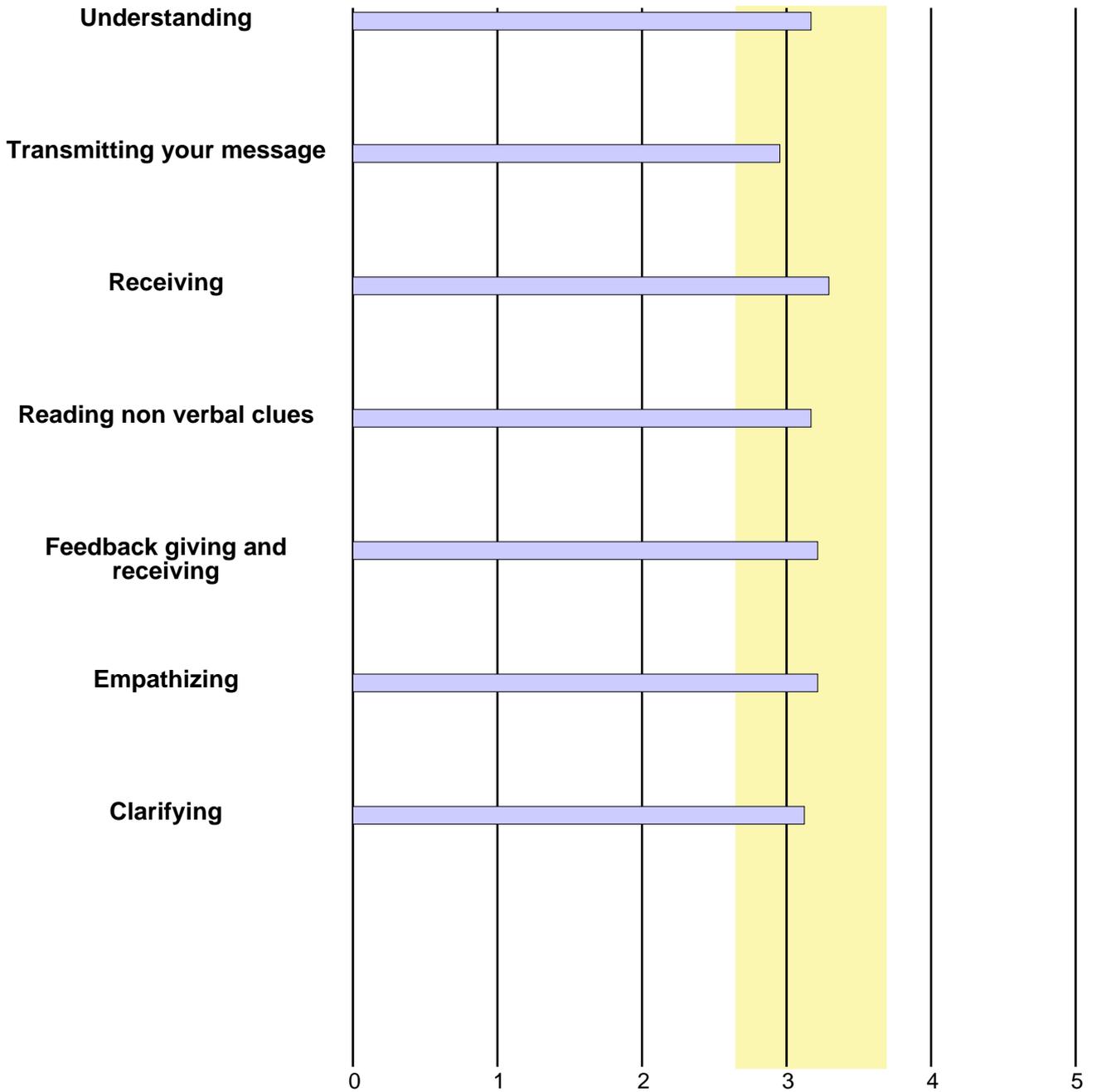


**Aggregate report - 2 responses
Complete report**

**Communication Effectiveness
self feedback report**

Sunday, January 27, 2002

OVERALL SUMMARY



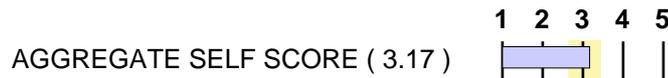
■ Self

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.

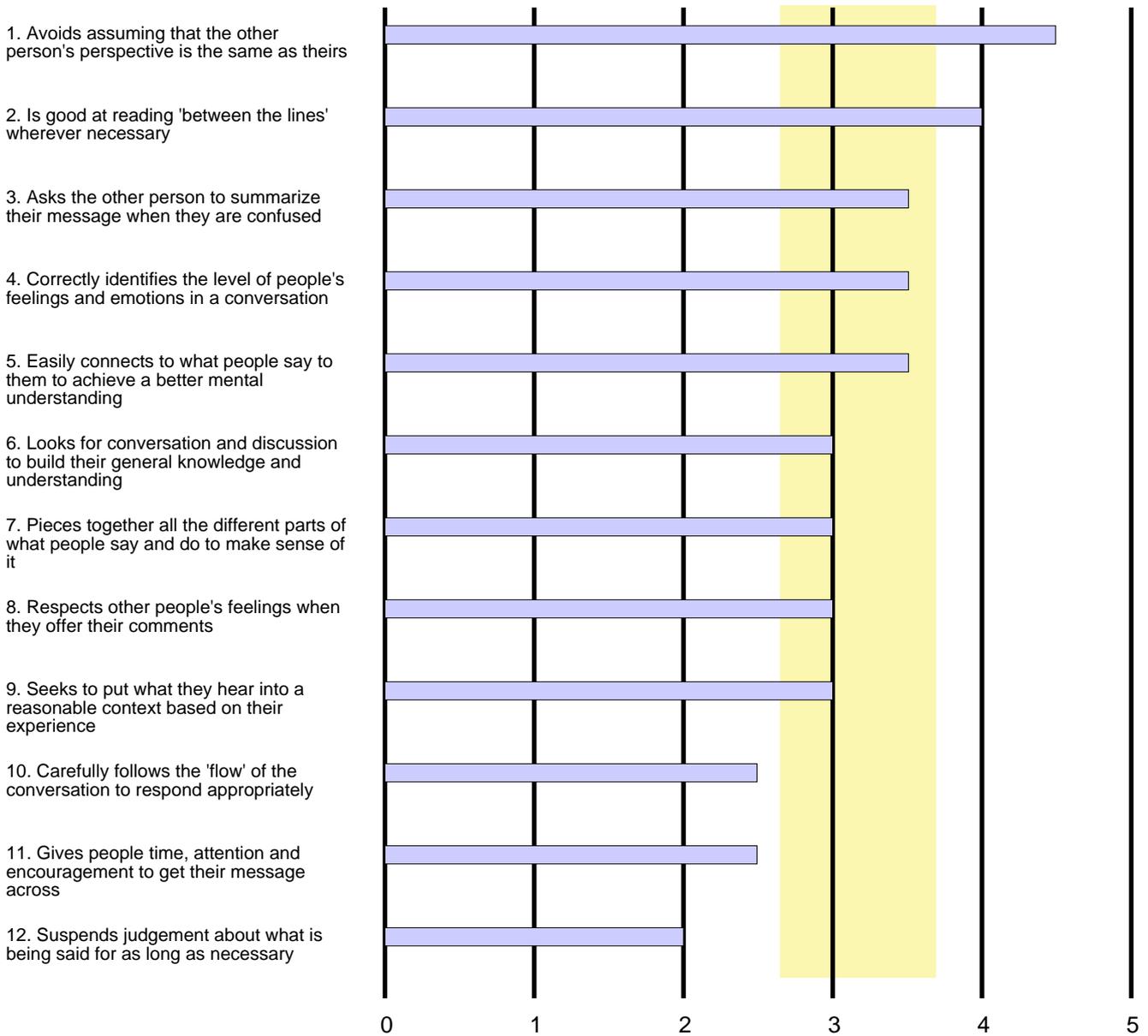
A low score person will be likely to find that they do not always follow another person's line of discussion or argument or not find it easy to predict where the conversation may be going next. As a result, they may not participate as actively in a conversation as they might or offer responses that are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



■ Self

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).

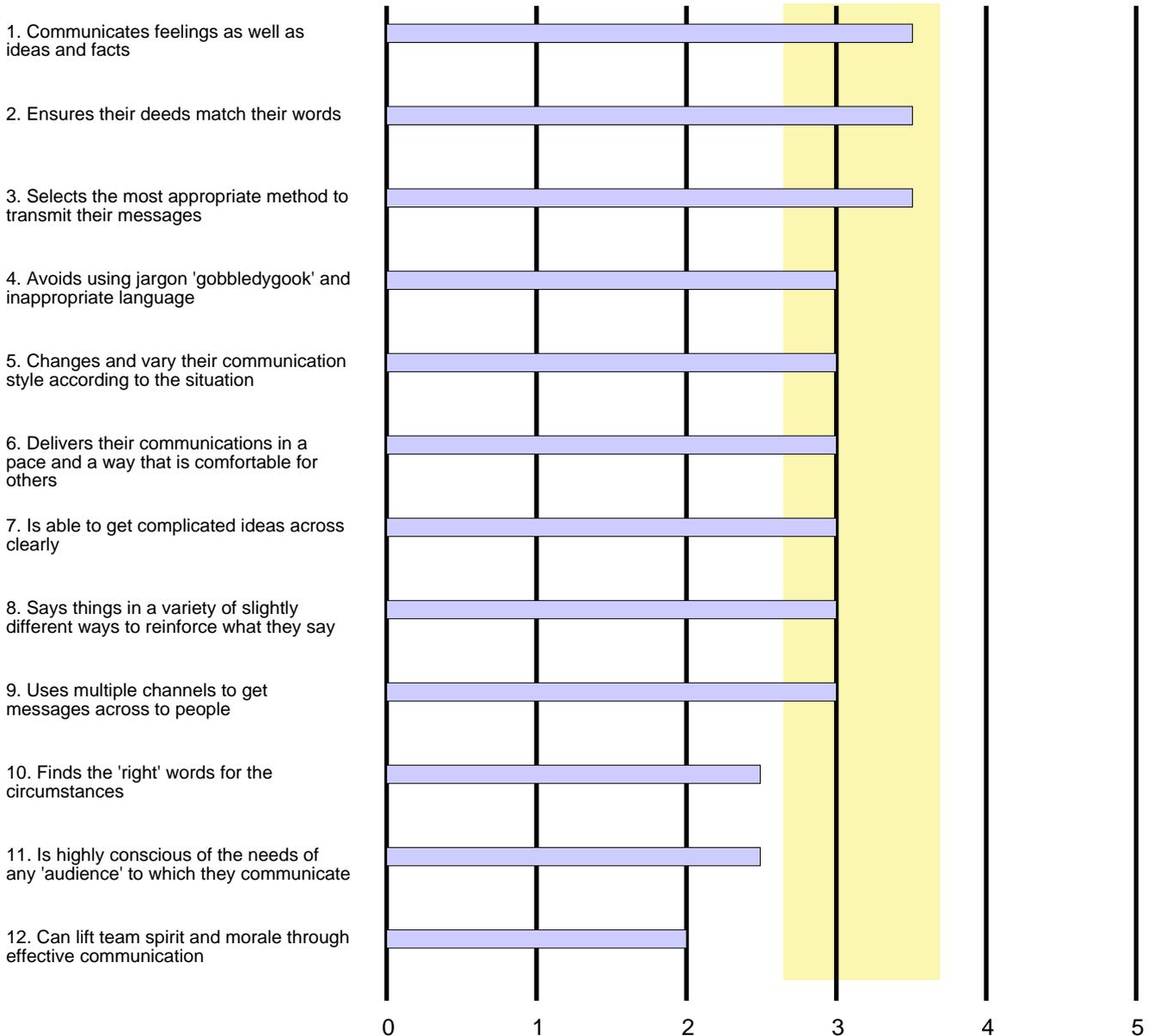
A low score person will be likely to find communication to be a challenge and perhaps something to 'get over and done with' as quickly as possible. Transmitting their message may well be regarded as a 'chore', which often yields mixed results in terms of people's capacity to be seen to be able to listen 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 TRANSMITTING YOUR MESSAGE



■ Self

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.

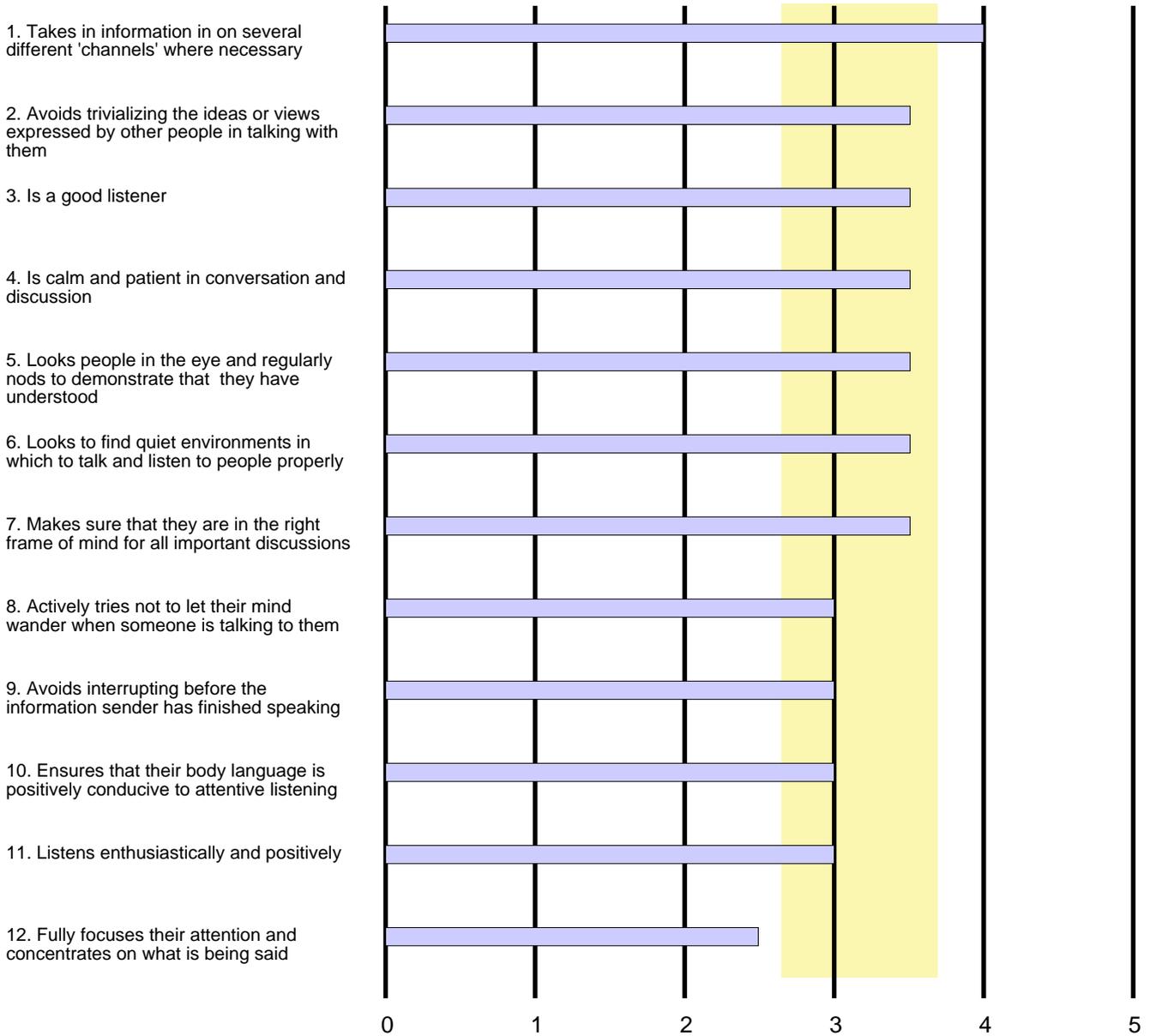
A low score person will be likely to find that communications can be frustrating or even confusing. Although blame may often be attributed to the sender, this is more likely to arise as a result of poor listening, given insufficient time and focus to hearing the full message and letting the mind wander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



■ Self

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.

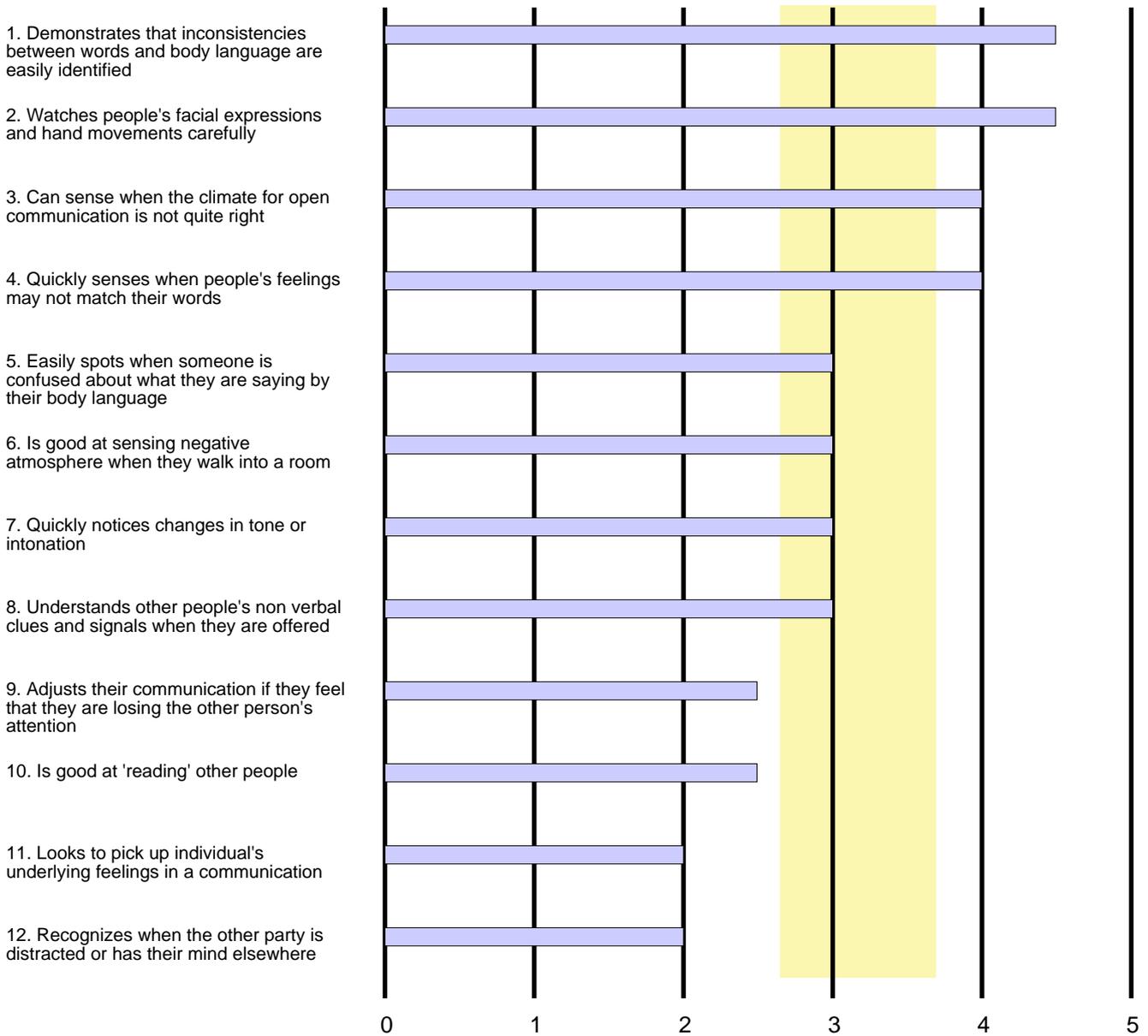
A low score person will be likely to find themselves to be almost wholly reliant on the words that people use in communication (often only 10% of the entire meaning being transmitted) and oblivious to signals from facial expressions, movements of the hands or feet, changes in inflection and tone and 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 READING NON VERBAL CLUES



Self

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.

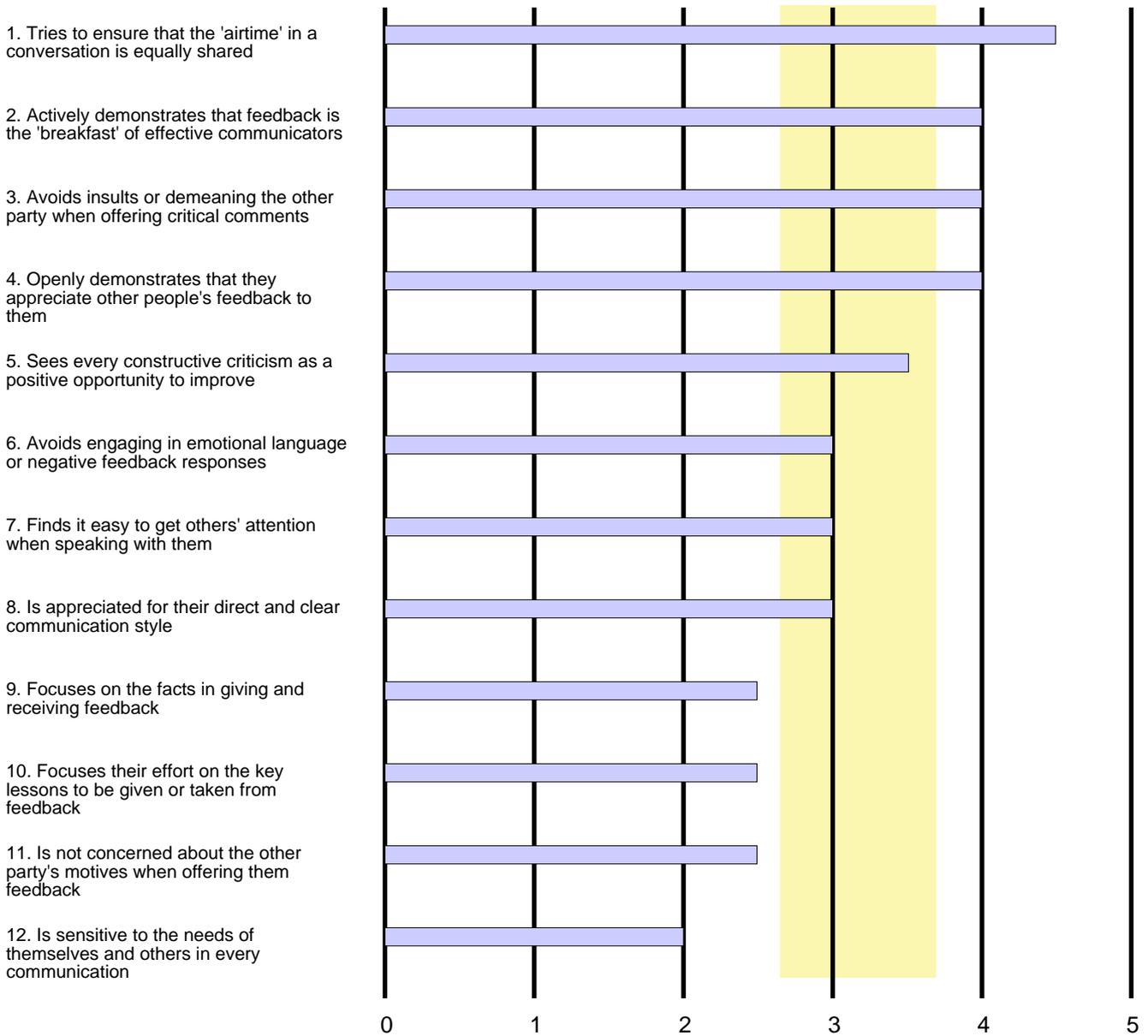
A low score person will be likely to adopt a 'closed' communication style in which they offer little or no constructive feedback to others and in turn, do not expect others to offer feedback to them. Conversations may therefore be somewhat 'mechanical' and exchange orientated with neither party gaining 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 FEEDBACK GIVING AND RECEIVING



■ Self

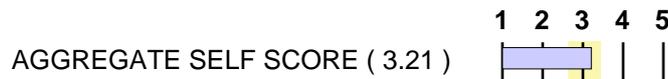
Communication Effectiveness Profile

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.

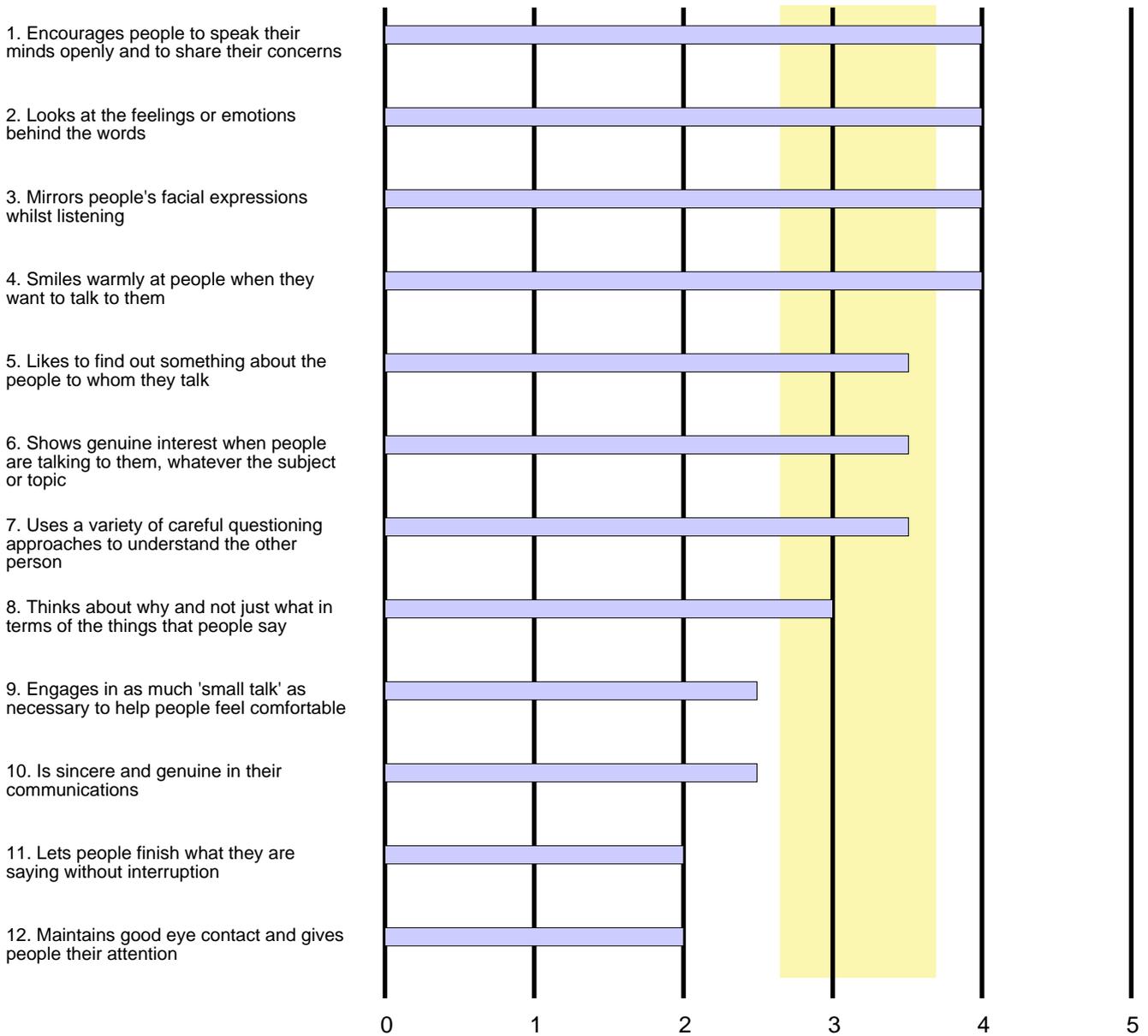
A low score person will usually keep their communications very direct and put personal outcomes or needs very much at the forefront. They may interrupt frequently and guess what the other person is going to say. This means that they may often miss important parts of the overall message, or create the 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 EMPATHIZING



■ Self

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).

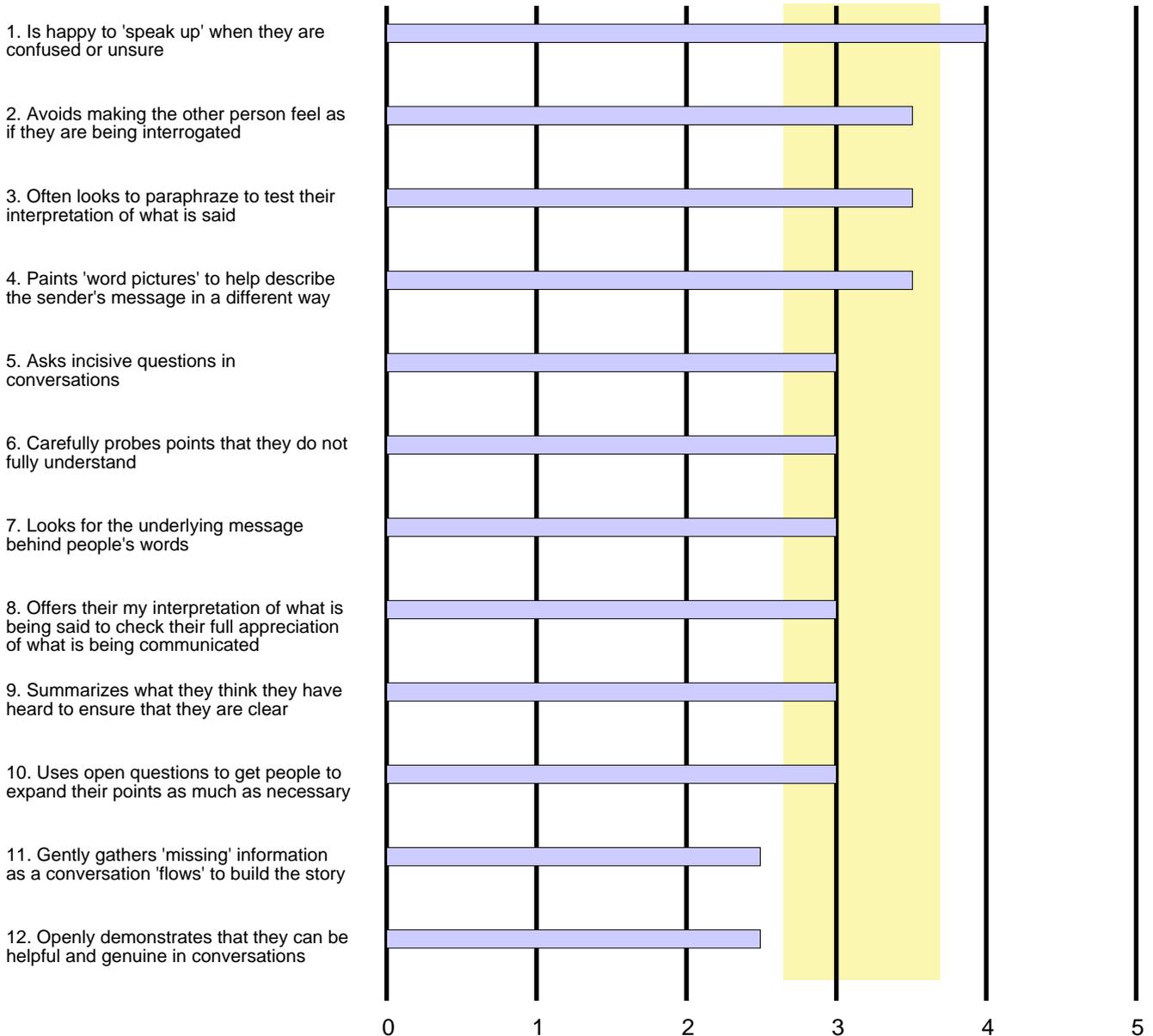
A low score person will be likely to generally engage in highly 'transactional' discussions and conversations in which questions of clarification are asked only exceptionally. Because they are also unlikely to summarize or paraphrase the sender's message frequently, they are likely to create the impression 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 ransmitted.

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 othing."

Communication Effectiveness CLARIFYING



Self