



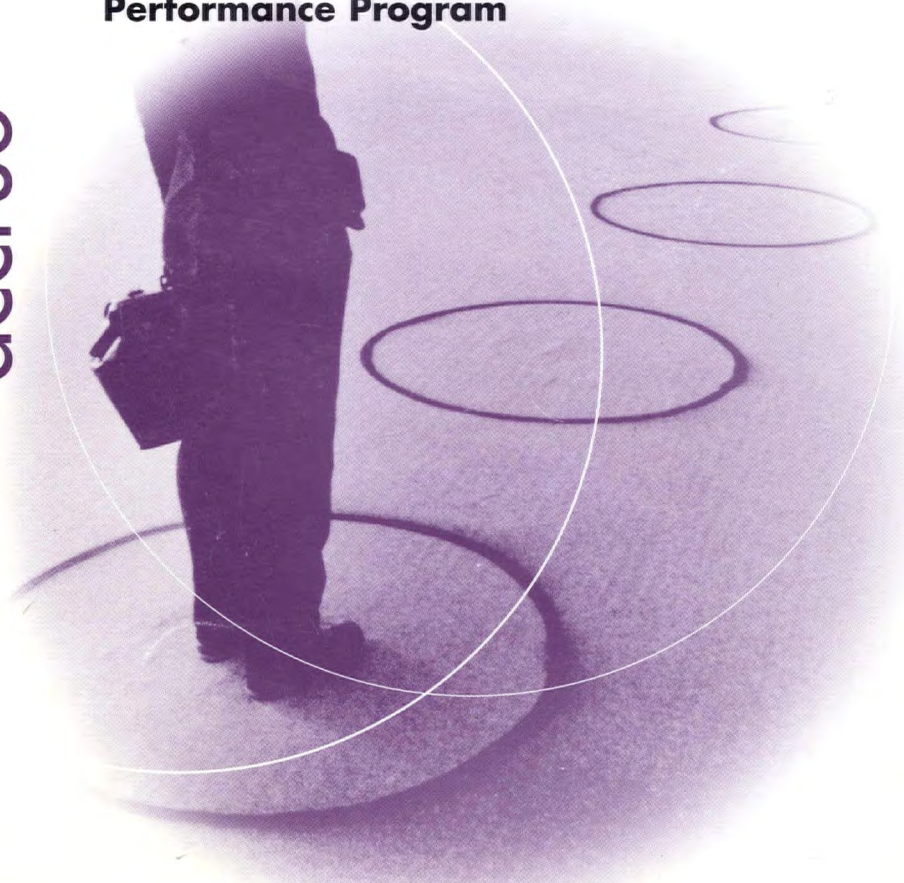
Professional Development Directorate
Direction générale du développement professionnel

THE OUTSTANDING ASSISTANT

Enhanced

Performance Program

Programme de performance
accrue



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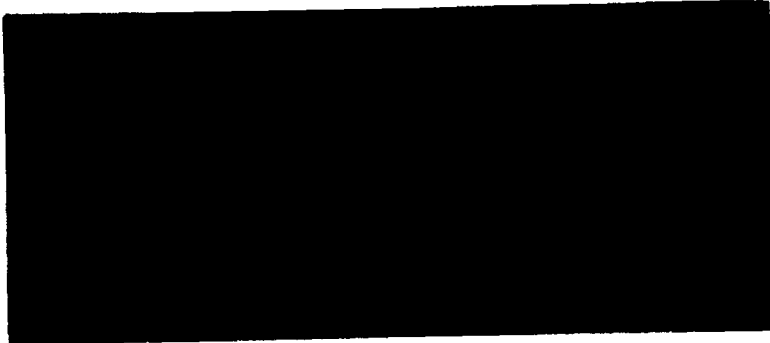
THE OUTSTANDING ASSISTANT

Sponsored by:
The Professional Development Directorate
and
The Support Staff Advisory Committee

Enhanced Performance Program

May 23, 2003 & June 4, 2003

Speaker: Melanie Dillon



THE OUTSTANDING ASSISTANT

Learning Resources





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BIOGRAPHY



Melanie Dillon

Melanie Dillon is a Dean's Honour Roll graduate from the University of Western Ontario. Immediately upon graduation, Melanie accepted a position with IBM Canada Ltd. During the next 13 years she held numerous positions within the company which allowed her to broaden her scope, her skills, and her experience. Her efforts were rewarded with an IBM Administrative Achievement Award in 1990 and again in 1991.

Melanie's facilitation experience includes: Effective Teambuilding, Diversity & Harassment, Stress Management, Customer Support, Communications & Listening, Presentation Skills, Conflict Resolution and Dealing with Difficult Situations. She has extensive experience training in both the private and corporate sectors. She has facilitated training programs for JDS Uniphase, Entrust Technologies, Natural Resources Canada, Stats Canada, Cisco Systems, and CCRA, and Health Canada. Her reputation as a sincere, high energy and committed trainer is well known, and her training evaluations lend testimony to her effectiveness in the classroom.







SLIDES









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Fundamental Skills: Communication and Listening

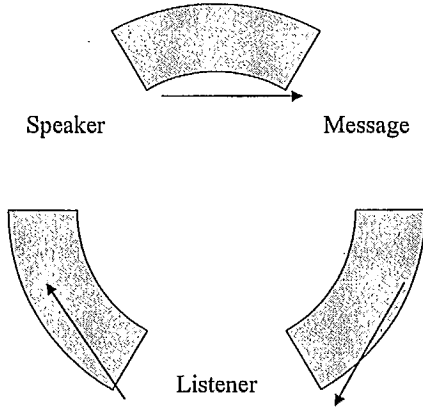
- Why do we make such a mess of listening?
- Listening is hard work!
- It's how we are "wired"
- Multi-tasking and multiple demands
- Organizations as broken telephones



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The Communication Loop



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Communication & Listening

EFFECTIVE INTERPERSONAL COMMUNICATION:

“Exchanging information with clarity and leaving both parties being understood and feeling ok.”





ACTIVE LISTENING SKILLS

- **ATTENDING SKILLS**

- Eye contact
- Open body posture
- Minimal encouragers
- Verbal following

- **CLARIFICATION**

- Checking for the exact meaning of a word



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ACTIVE LISTENING SKILLS

• **PARAPHRASING**

• Stating back to the other person in your own words your understanding of what they have just said.


• **REFLECTION OF FEELINGS**

• Describing what you understand the other person's feelings to be.

• **SUSPEND JUDGMENT**

• Keeping an open mind & focusing on achieving and demonstrating an understanding of the other person's complete message & real feelings before expressing your point of view or making judgments.



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LEARNING CANADIANS

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GROUND RULES FOR GIVING FEEDBACK

- Give feedback in private
- Avoid the words "never, always, but"
- Give feedback from your own perspective
- Don't use "we think" or "I've been made aware"
- Anticipate their response
- Be prepared!

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A FEEDBACK MODEL THAT WORKS!

1. Describe what you saw/heard exactly!...

"When I heard you say "this idea is all wrong,"

2. Describe your feelings (optional)...

"I felt concerned..."

3. Describe the consequence/impact on them...

"as you are usually so positive and your support is critical to the project..."

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Stratège québécois de développement professionnel

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FEEDBACK MODEL (CONT'D)

4. Make the request..
“I need to be able to count on your positive support of this project...”

5. Ask for their commitment
“Can I count on you/are you able to/I need to know that....you’re committed to supporting the team”

6. Describe the consequence (if you need to)
“Or I will be forced to take you off of the project team.”

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SPEAKING ASSERTIVELY

- **Assertiveness**
- **Assertive behaviour involves standing up for your personal rights and expressing thoughts, feelings and beliefs in direct, honest, and appropriate ways which do not violate the other person's rights. It involves respect for one self and respect for the needs and rights of others.**



AGGRESSIVE

- Involves expressing one's self in such a way that violate the personal rights, feelings, thoughts, or beliefs of the other person. It indicates a lack of respect and concern for others.






BUILDING ASSERTIVENESS

1. **Listen to others**
2. **Use unselfish "I" messages**
 - don't beat around the bush
3. **Manage criticism and complaints**
 - refuse to be labeled
 - focus on the behaviour, not the person
4. **Stick to the important points**



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BUILDING ASSERTIVENESS (CONT'D)

4. Use your body to back you up
5. Say "no" with assurance
6. Stay centred
7. Practice, practice, practice
8. Imagine worse case scenarios
9. Anticipate their reaction

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ASSERTION TECHNIQUES

- **Direct eye contact**
- **Posture: straight but not stiff & rigid**
- **Serious, not severe facial expressions**
- **Reinforcing gestures & body language**
- **Objective (not judgmental) language**
- **Short, concise sentences**
- **Honest statements of feelings & desires**
- **Respect for other people's opinions**

TECHNIQUES OF ASSERTIVE COMMUNICATION

- 1. **Basic assertion: when you use "I"**
- 2. **Empathic assertion: recognize their feelings**
"I recognize that you are upset, however..."
- 3. **Negative inquiry:**
"what is it specifically that you dislike about this report?"
- 4. **Fogging: agree with the principle**
"I recognize that your department is committed to service, but my product is not working."



TECHNIQUES OF ASSERTIVE COMMUNICATION

- 5. Escalating assertion: assertive statements that up the ante in terms of stronger statements of feeling.

Note: after a number of assertive statements that do not work, you may have to add a consequence. Be careful though as this may tip the scenario into aggression.

"I will have to go to senior management if you don't..."



Lined writing area for notes or exercises.



TECHNIQUES OF ASSERTIVE COMMUNICATION

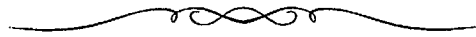
6. Saying "no" with a yes:

"I am unable to complete this report today, however I am able to complete your project request/filing/other task."





NOTE PAGES







**UPCOMING COURSES/
COURS A VENIR
(NCR-RCN)**

**The Outstanding
Assistant/
L'adjointe exceptionnelle
(English Session)
May 22 & June 3, 2003**

**The Outstanding
Assistant/
L'adjointe exceptionnelle
(English Session)
May 23 and June 4, 2003**

**L'adjointe exceptionnelle/
The Outstanding
Assistant
(Session française/
French Session)
May 30 & June 13, 2003**

**The Art of Management:
The Journey Begins
With You
June 9-12, 2003**

**Achieving your Full
Potential: The Journey
Begins With You
June 17-19, 2003**



COURSE DESCRIPTION TEMPLATE

Course Title:
The Outstanding Assistant
Course Date(s):
English Session: TBD French Session: TBD
Description:
As a secretary or administrative assistant, you face unique challenges such as working for multiple people, juggling various projects and assignments, and working with conflicting deadlines. A successful assistant is a combination of many great qualities, two of which are communication skills, and work planning skills. This 1 ½ day course will give you practical “how-to” skills that you can put into practice immediately. At this idea-packed workshop, you will learn how to actively listen, give and receive feedback, and speak assertively. In addition, you will receive practical time management tips and techniques that will help you face your daily challenges with a new sense of organization and control.
Topics Covered: (Optional)
Day 1 (full day): <ul style="list-style-type: none">• Active Listening• Communication Style• Giving and Receiving Feedback• Speaking Assertively (techniques)• Dealing with Difficult Behaviours Day 2 (half day): <ul style="list-style-type: none">• Time Management: what are your challenges? Are you “efficient” or “effective”? What are your ‘time wasters’?• Guest speaker – practical tips & techniques for maintaining control of the office• Planning & Prioritizing work, including how to say “No”.
Presented By:
The Professional Development Directorate and the Support Staff Advisory Committee
Instructor:

Melanie Dillon, President Skillsquest Consulting
Duration:
1 ½ days
Course Hours:
Day 1: 8:30am-4:30pm Day 2: 8:30am-12:00pm
Cost:
Free (subject to <u>Cancellation Policy</u>)
Who Should Attend:
This workshop is specifically for employees in the support staff category, including employees working in Legal Services Units. The course is equally relevant for newly appointed support staff and for seasoned employees who wish to sharpen their communication and work planning skills.
Pre-requisites:
None
Seats Available:
Maximum: 20 Minimum: 12
Course Code:
To Register:
Complete our online registration form and fax it to Suzanne Vaillancourt at (613) 946-4785. Please note that spaces are limited and will be assigned on a first come, first served basis.
Registration Deadline:
Registration deadlines are as follows: TBD
<i>Note:</i> Cancellation without substitution, less than 10 working days prior to the course is subject to a cancellation fee.

Contact:

For more information on the content of this course, please contact Cathy Barry at (613) 946-7461 or cathy.barry@justice.gc.ca.

The Outstanding Assistant – Communications Module (Day 1)

Time	Activity/Topic/Exercise	Learning Aids
8:30	Intros, agenda, objectives & ice breaker	Ice Breaker props
9:00	Are you an Active Listener questionnaire (warm-up)	Questionnaire
9:15	Foundational (fundamental) skills (Positioned as fundamental skills for assertive and conflict resolution) <ul style="list-style-type: none"> • Active listening skills <ul style="list-style-type: none"> Attending skills Rephrasing skills Empathy/reflect the feeling Suspend judgement • Active listening skills exercise 	Active listening worksheet.
10:15	Break	
10:30	Communication Style Self Assessment <ul style="list-style-type: none"> • Relevance and application to workplace • Link to misperception and conflict 	Exercise/handout
11:00	Foundation skill – Feedback Model <ul style="list-style-type: none"> • Teach feedback model • Skills application exercise 	Handout
12:00	Lunch	
1:00	Speaking Assertively <ul style="list-style-type: none"> • Cost/Benefit of Assertiveness, passiveness, and aggressiveness • Building assertiveness <ul style="list-style-type: none"> ○ Listening to others ○ Use unselfish “I” messages ○ Manage criticism and complaints ○ Stick to the important points ○ Use your body to back you up ○ Say “no” with assurance 	Overheads/handout
1:30	M-K Assertive-Aggressive Inventory <ul style="list-style-type: none"> • Measurement of assertive to passive behaviours 	Handout questionnaire
2:00	Techniques of assertive communication <ol style="list-style-type: none"> 1. Basic assertion (when you say “I”...) 2. Empathic assertion (I recognize that you are upset, however...) 3. Broken record (staying centred and maintaining your position) 4. Fogging (I <i>recognize</i> that your company is committed to service, but <i>my</i> product is not working...) 5. Negative inquiry (What is it that you dislike about this report?) 6. Saying no with a yes 	Handout/overheads

2:30	Break	
2:45	Assertiveness skills application exercise "worst case nightmare scenario" Debrief	
3:15	Dealing with difficult behaviours Strategies for dealing with our most challenging behaviours	Flipchart
4:00	Review, summary, action plan and evaluations	