



AIR NEW ZEALAND

Airline Operations & Safety

Werner Naef
Director
Kahler Communications Oceania Ltd
155 Field Way
Waikanae Beach 5036
New Zealand

22nd December 2011

Re: Process Communications Model (PCM) Training Course

Dear Werner,

I would like to thank you for the opportunity to complete the Process Communication Model (PCM) Training Course earlier this year. I found the course extremely valuable to me personally and professionally. It allowed me to better understand the way in which I communicate as an individual and in the various roles I assume in both business and my personal life. The overall result was increased self awareness of my own personality type which allowed me to better understand my particular style of communication.

The course also highlighted the importance of other personality types, the way in which others communicate and why. This two-way connection is sometimes incomplete, misinterpreted or can fail totally; the obvious benefit and outcome from completing the training course therefore, is the ability to get these lost opportunities back on track.

The personalized assessment completed prior to the course was aimed at identifying my own personality type, my strengths, weaknesses and psychological motivators. This evaluation inspired me to want to learn more to continue my self development and this became evident both during and after the course. I wanted to better understand the motivators and drivers of others, along with more suitable interaction styles which I could utilise to good effect to enhance my opportunities for improved communication.

The cross section of participants with varying personality types who attended the course brought practical examples that added to the learning environment, as well as enjoyment of the course. It was interesting that there was not one personality type that was specific for pilots or cabin crew but a number of personality styles that could be in each of these roles. The course was effective in highlighting other communication behaviours that were not present in our particular group and it also provided extremely useful tools to retrieve totally failed communication across all of these personality types.

During the course I found myself thinking of work colleagues, managers and direct reports that had previously presented communication challenges. I used each PCM module to review my own techniques and needs, as well as how I could restructure

my own communication style to obtain better results with each of these individuals. I have to say the results were virtually immediate. Consequently I have found PCM of immense value personally and this has given me the ability to tailor my own communication skills appropriately to colleagues across the airline. The content of the course is also extremely useful in communicating with airline customers as well as family and friends.

I have utilised the learning from PCM in group sessions and in one to one situations with measurable outcomes including:

- In my Cabin Crew training managerial role
- Operationally during training and checking on the line
- Identifying the individual needs of my training team.
- Better use of my time with individuals who previously presented challenges and were time consuming to deal with.
- The ability to deliver improved, focused feedback to individuals that has a more positive impact.
- Direct reports who now want to take on bigger roles & tasks rather than having to be asked which has resulted in effective workload management.
- Meetings now running on time.

I'd see this training course as valuable for any manager or person who is interested in self development. From a cabin crew training perspective, I would see the business receiving a wide range of benefits in utilising PCM across a variety of levels including manager, cabin/pilot, inter cabin crew, and cabin crew to customer.

From a course perspective I found the PCM training was very well structured progressing at a good pace yet recognising the experience of the participants. The PCM model focuses on each individual's developmental needs at the same time as providing effective communication tools across the board for all personality types. The practical exercises to translate theory into practice ensured I and all other participants were fully engaged throughout the course. At the end of the course, I left feeling I had gained something valuable and tangible to continue using in all areas of my working and personal life.

I can certainly recommend the Process Communications Model to others in the Aviation Industry especially relating to aircraft cabin operations.

Yours Sincerely,



Warren Bougen
Cabin Crew Standards Manager