



May 25 2012

Werner and Andrea Naef
Directors
Kahler Communications Oceania Ltd
155 Field Way
Waikanae Beach 5036 /
New Zealand

Dear Werner and Andrea

Re: The Impact of the Process Communication Model Courses at the University of Otago

We have offered courses as part of the Academic Leadership Development Programme since 2009. A number of academic leaders and nominated colleagues have completed the Introductory 3 day course. Some leaders have chosen to complete the Advanced Course. These are some of the comments which course participants wanted to share with you. The comments confirm my observation that these courses provide insights and tools which contribute to leaders and managers communicating more effectively in the workplace.

- PCM has helped me improve my communication in the everyday conversations with staff in my department.
- I have made a concerted effort to be more direct and less emotive in my communication with senior colleagues, particularly when debating a 'difficult' matter. This has worked well and has aided my point of view being better heard.
- Using PCM has helped me in 3 areas as a manager. 1. Staff mediation 2. Thanking staff and offering congratulations 3. Rewarding staff. I guess (1) is obvious, but I think that

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- (2) and (3) would have escaped my attention had I not realized that staff get different “energy” from different ways of engaging with them. Therefore what I would consider to
- be an appropriate “thank you” may fall on deaf ears or even be considered uncaring. That has been an eye-opener.
 - I take more time to understand the actual responses or words a person uses when initiating conversation. It has helped a lot in terms of understanding what an individual wants me to understand and how my response can be more effective and useful. I find I am less likely to make an assumption of what the conversation “might” be about.
 - I used PCM to help me work out how to respond to a staff member who was a workaholic in 1st level distress and showing signs of 2nd level distress. They were working on a project on their own and were struggling to make headway. I was asked to assist them move the project forward, so communication between us was going to be very important. The approach I took was to:
 - ✓ acknowledge the good work they had done to date,
 - ✓ to harness their expert knowledge in developing a clear scope and framework around to the task to be completed by asking for their thoughts and also asking them to provide data,
 - ✓ to jointly agree who was responsible for what – helped to acknowledge this was important to them,
 - ✓ to set clear targets and milestones to be met – they wanted direction on this,
 - ✓ and set a weekly update schedule

After this the staff member gained a sense of achievement being able to see tangible progress. The work is now on track.
 - I have changed my behavior as a manager in order to ensure that I avoid distress. I am more aware of my own responses – this has been major for me.
 - I am more immediately conscious of any signs of distress in myself and am better equipped to give myself a boost to get out of there. Some of it is just telling me to harden up and get a perspective!! If I know I am going into a situation that is primed to push me towards distress I have a quick think about it beforehand - how to communicate and behave. Without a doubt PCM has helped.
 - PCM has explained the mystery of why some people communicate the way they do. It has helped take the edge off some communications.

- PCM is fantastic. Couldn't be more happy with knowledge gained.

Kind regards

A handwritten signature in black ink, appearing to read 'Alison Stewart', with a horizontal line underneath.

Dr Alison Stewart,
Head of Academic Leadership Development Programme

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