

# Carroll Hospital Center

## Leadership Toolkit

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### A Reference Guide

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# Carroll Hospital Center

## Leadership Toolkit

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### Introduction

#### **Purpose of this Toolkit**

This toolkit serves as a quick reference guide. It provides you with key practices in four focus areas that you can utilize when working with your team. One of the most important influences on how Associates view the hospital is their relationship with their managers. For this reason, it is important that all Associates have positive relationships with their managers, view the organization positively, and feel supported by their leadership team. However, we recognize managers have many responsibilities and priorities. This guide is intended to help you balance and support your leadership role at the hospital.

#### **How to Use this Toolkit**

You can choose to use all of the sections at once or reference specific components as needed. Available resources are included at the end of each section if more information is desired on any particular topic. In addition, the Human Resources department is available to partner with you by contacting 410-871-6834.

#### **Sections of this toolkit include:**

1. **Communication Channels** – key practices in communicating with your team(s).
2. **Engaging Teams** – key practices in engaging with your team members.
3. **Coaching** – key components in conducting a coaching session.
4. **Performance Management** – key practices to effectively manage performance.

# Section 1

## Communication Channels

### Importance

Communication is a critical leadership competency. The success of leaders is often measured on how well they communicate information to their team. Communicating effectively can be challenging. Identifying the right channels can help Associates understand what is being communicated and increase their overall engagement.

### Key Practices for Communication

Communicating to your team can be more effective by:

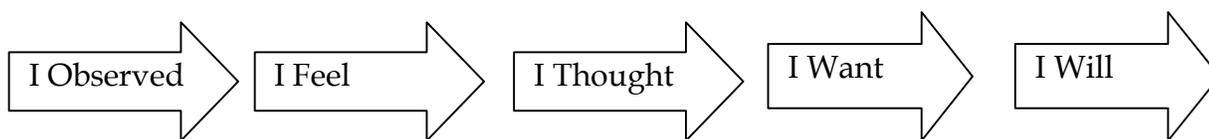
- ✓ **Identifying the goal** — what is the outcome and intended message for Associates to understand?
- ✓ **Defining the message** — how do you want Associates to act and behave after hearing your message?
- ✓ **Knowing your Associates** — what is already known about the Associate audience and how will they react?
- ✓ **Identifying available communication channels** — what are the available communication channels? What method of communication will best reach the Associates? (Mayfield & Mayfield, 2002).

Communication Channels may include:

Electronic	In Person	Print
Email	Team Meetings	Posters in High Traffic Areas
Company Intranet	Rounding for Outcomes	Department Newsletters
Blogs	Conference Calls	Print Materials
Desk Drops	Lunch and Learn Brown Bag Sessions	

Source: (Shaw, 2005)

Communicating to an Associate can be more effective by using a process:



This process can guide you in providing direct and clear feedback when delivering a difficult message or while providing positive feedback (Raines, 2005).

- **I Observed** (State the Facts) – “While reviewing your report, I noticed several typos”.
- **I Feel** (State Your Feelings) – “I am disappointed”.
- **I Thought** (Testing your Assumptions) – “Last week, we discussed how critical attention to detail is for this report; I thought we were in agreement”.
- **I Want** (State Your Need) – “I want you to review the report more carefully and resubmit within 3 days”.
- **I Will** (State Your Willingness) – “I will be able to help you for more guidance”.

## Reflective Self-Assessment

To identify skill-building areas, answer the following questions on communication. Refer to the **Available Resources** section below to assist you in developing key communication strategies and skill building to deliver a more effective message, especially if you answered “Rarely”.

As a manager, how often do you...	Frequently	Sometimes	Rarely
See your Associate perform or act as instructed after you have communicated a critical message?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipate an Associate’s reaction before delivering a message?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have a contingency plan if communications fail?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consider email your primary communication channel?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use a script or process to keep on track when delivering a difficult message?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Available Resources

In addition to The CHC Learning Center, below are easy to access resources for additional information. These resources are free and can provide you with additional information on communication skill building and strategies.

### Articles: Leadership Communication Skills

<http://www.squidoo.com/Management-Communication-skills>

<http://www.buzzle.com/articles/leadership-communication-skills-the-importance-of-connection.html>

### Other Helpful Websites

Conducting Effective Meetings

<http://www.effectivemeetings.com/meetingbasics/6tips.asp>

Example of University Communication Toolkit

<http://administration.berkeley.edu/commguide/planning.htm>

### Communication Self Assessment

[http://spot.pcc.edu/~rjacobs/career/effective\\_communication\\_skills.htm](http://spot.pcc.edu/~rjacobs/career/effective_communication_skills.htm)

### Video: The Principles of Effective Communication-Tyler Pearce

[http://www.youtube.com/watch?v=nudbmNfj\\_4E&feature=pyv&ad=4954494270&kw=leadership%20communication&gclid=CL\\_v47flkqgCFcLr7QodsF3GCQ](http://www.youtube.com/watch?v=nudbmNfj_4E&feature=pyv&ad=4954494270&kw=leadership%20communication&gclid=CL_v47flkqgCFcLr7QodsF3GCQ)

### Books

Decker, B. (2009) *Communication Skills for Leaders, Fourth Edition: Delivering a Clear and Consistent Message / Edition 4*. Crisp Publishing (\$8.44-\$11.42).

## Section 2

### *Engaging Teams*

#### **Importance**

A team's performance depends on the collective contributions of each individual in the group. Engaging team members and providing them with the ability to identify problems and initiate change is one of the key distinguishing features for a high performing team. Rounding within your own department or other departments and Skip-Level meetings are two effective methods you can use to increase employee engagement.

#### **Key Practices for Engaging Teams**

##### **Rounding**

Rounding for outcomes, a required practice for all CHC leaders, gives managers an opportunity to “walk the floor”, directly engaging Associates, asking questions, and listening to their concerns. It is a proactive method you can use to gather information within your department or ancillary departments that you support. It can be used as a powerful feedback tool to build relationships, reinforce positive behavior, understand what is working, and identify problems before they occur.

Use the information below as a guide during your rounding sessions

<b>Key Focus Area</b>	<b>Questions</b>	<b>Outcomes</b>
<b>Build Relationships</b>	How are you doing today? How is your family doing?	Demonstrates to Associates that you care. Engages people in the process.
<b>Harvest Wins</b>	What is working well with the department? Is there anyone here that I should recognize today?	Builds a positive culture. Reinforces successful practices. Acknowledges good performance.
<b>Identify Improvements</b>	What systems or processes could be working better?	Engage Associates in solutions.
<b>Repair and Monitor Systems</b>	Do you have the necessary tools to do your job well? Are there systems that are not working?	Validates whether Associates are working in a safe and productive environment.
<b>Validate Standard Behaviors</b>	How are you applying the safety standards? (be specific)	Reinforces that standards that have been introduced are being followed.
<b>Closing</b>	Is there anything else that I can help you with?	Provides Associates an opportunity to provide additional feedback.

*Source: (Adapted from Rounding for Outcomes, The Studer Group, 2008)*

#### **Helpful Tips**

- ✓ Create a rounding log to track feedback.
- ✓ Review the rounding log with leaders one up.
- ✓ Include the rounding results in manager meetings and employee forums.
- ✓ Round during weekends and night shifts.
- ✓ Develop creative ways to provide Associate recognition on the spot.
- ✓ Thank the Associates for their time.

## Skip-Level Meeting

Skip-level meetings are conducted with an Associate that is managed one level below you. For example, a Director would conduct a skip-level meeting with a Team Leader. These meetings can be conducted in a formal environment or more informally during a coffee or lunch break. Use these meetings to gain more insight into the individual’s perspective on personal development and as a way to collect feedback about what is going on within the organization. This is also a chance to show appreciation for Associates and acknowledge their contribution to the company.

Use the suggested questions below to guide your discussion in the skip-level meeting with the Associate.

Key Focus Area	Questions	Outcome
<b>Personal Information</b>	How long have you been with the organization? In your current job? What is your previous experience? What are some your areas of interest?	Sets the stage to make the Associate feel comfortable.
<b>Job and Personal Development</b>	How do you handle major problems when they come up on the job? What aspects of your job do you like most? Least? How do you find out how well you are performing? What are your career goals for the future? How can we support your career goals?	Provides insight on how the Associates feel about their job, their perception of recognition, and plans for the future.
<b>Organization and Management</b>	What do you like most about the company? What suggestions do you have to improve the company? How well does your department work with other departments? What ways could communication be improved? What topics would you like to be better informed about? Are there any questions you would like to ask me?	Provides information about Associates feelings about the organization. Gives the Associate the opportunity to discuss obstacles and suggest solutions for positive changes.

Source: (Adapted from Inguagiato, R. J., *HR Magazine*, 1994)

## Helpful Tips

- ✓ Meeting should last 30 minutes to 1 hour.
- ✓ Notify the direct manager of the meeting.
- ✓ Always ask open-ended questions.
- ✓ Follow up with probing questions, such as “tell me more about that” or “what did you mean by..?”
- ✓ Listen and pay attention to what engages and excites the Associate.
- ✓ Use discretion when taking action on feedback provided in these sessions.
- ✓ Follow-up with an acknowledgment thanking the Associate for their feedback.

## Reflective Self-Assessment

Engaging the team requires managers to be open to feedback and take action on that feedback. Review the questions below to determine how well you are engaging your Associates or other departments and use the tools provided in this section to enhance employee engagement.

As a manager, how often do you...	Frequently (weekly)	Sometimes (few times a month)	Rarely (throughout the year)
Conduct rounding session with your staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct rounding session with other departments?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Act on feedback received from rounding sessions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide Associates with information gained from the rounding sessions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct skip-level interviews or suggest your boss conduct them with your Associates?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Available Resources

In addition to The CHC Learning Center, below are easy to access resources for additional information.

### Websites

Engaging Teams

<http://www.amanet.org/training/podcasts/4852.aspx>

<http://www.studergroup.com/>

### Articles

Skip-Level Meetings

<http://dulye.com/give-your-skip-level-meetings-makeover>

<http://www.wilymanager.com/skip-level-meeting/>

Employee Engagement

<http://teambuildingtechnique.com/employee-engagement-ideas-that-work>

<http://teambuildingtechnique.com/blog/corporate-team-building-2/employee-engagement>

### Books

Dyer, W. G., Dyer, W. G., & Dyer, J.H. (2007). *Team Building: Proven Strategies for Improving Team Performance*. San Francisco: Jossey-Bass (\$24.00-\$34.00).

Lencioni, P. (2002). *The Five Dysfunctions of a Team*. San Francisco, CA: Jossey-Bass (\$5.00-\$15.00).

## Section 3

### Coaching

#### Importance

Coaching can provide your Associates with the knowledge, tools, and opportunities for development to become more effective (McLean, 2006). Effective coaching can improve individual, team, and organizational performance. Leaders who practice coaching by having short and focused dialogues at the right moment can move things along much faster in an organization (Kloster & Swire, 2010).

#### Key Components to Coaching Include:

**Concern**—You are concerned about the Associate’s success.

**Observation** — You are consistently observing the Associate’s overall behavior and performance.

**Alignment**— You align an Associate’s ability with performance expectations.

**Communicate**—You communicate performance feedback frequently.

**Helping**— You help the Associate succeed and feel appreciated (Longenecker, 2010, p.39).

#### Four Key Practices to Coaching Include:

**Observing:** Pay attention to your surroundings and observe your Associate’s behaviors.

Example: *Observe their non-verbal communications and tone of voice when performing a task.*

**Inquiring:** Ask open-ended questions and probe for deeper understanding.

Example: *“Tell me how you see the situation.”* Probe: *“What time did this occur and what happened?”*

**Listening:** Paraphrase what the employee is telling you.

Example: *“What I am hearing you say is... or I understand ..., is that correct?”*

**Responding:** Acknowledge the situation and appreciate the Associate for sharing his or her view.

Example: *“I appreciate hearing your perspective on the situation”* (Kloster & Swire, 2010).

#### Reflective Self-Assessment

To identify skill-building areas, answer the following questions about Coaching. If you answer “Rarely”, the **Available Resources** section below can assist you in practicing and developing your coaching skills.

As a manager, how often do you...	Frequently (weekly)	Sometimes (few times a month)	Rarely (throughout the year)
Observe your Associate’s behavior?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interact with your Associates by providing positive and constructive feedback in “real-time”?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Give appreciation to your Associates when giving feedback?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paraphrase to clarify what your Associate is saying?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seek for deeper understanding by asking probing questions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequently assess your Associate’s ability to perform?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Available Resources

In addition to The CHC Learning Center, below are easy to access resources for additional information. These resources are free and can provide you with additional information on coaching.

### Articles: Coaching Skills

<http://www.mentalgamecoaching.com/IMGCAArticles/MentalGameCoaching/CoachingSkills.html>

### Coaching Self-Assessment for Leaders

<http://www.greatleadershipbydan.com/2008/08/coaching-self-assessment-for-leaders.html>

### Helpful Websites

Frequently Asked Questions on Coaching

<http://www.coach.net/coachfaq.htm>

Coaching Toolkit

<http://www.coach.net/toolmenu.htm#3>

### Videos

Pass it On: Coaching Skills for Managers

<http://www.youtube.com/watch?v=7ogLKBj5oeU>

Agreeing A Smart Goal for Coaching

<http://www.youtube.com/watch?v=O4GKUtF-zm0&playnext=1&list=PLC58214B9984BA5EA>

Effective Coaching Styles

<http://www.youtube.com/watch?v=QmDZ7XqtYgQ&feature=related>

### Books

Whitemore, J. (2009). *Coaching for Performance, 4th Edition: Growing: Human Potential and Purpose* (\$14.00-\$16.00).

Hargrove, R. (2000). *Masterful Coaching Field Book*. San Francisco: John Wiley and Sons (\$13.00-\$30.00).

## Section 4

### *Performance Management*

#### **Importance**

Performance management is perhaps one of the most challenging management responsibilities you are faced with. The interpersonal relationship Associates establish with their manager, and the trust, respect, and consideration their manager exhibits toward them in their daily interaction, is the core of an energized and motivated workforce.

#### **Key Practices for Effective Performance Management**

You can manage your Associates' performance more effectively by engaging in the following practices.

#### **Setting Clear Performance Expectations and Goals**

A lack of clear performance expectations can have a direct impact on the morale, motivation, and work productivity of individual Associates and the teams they work on. Applying the following guidelines will help to ensure individual and team goals are linked to organizational priorities.

GUIDELINE	MANAGER'S ACTION
Share your vision & goals with individuals & teams	<ul style="list-style-type: none"><li>• Define what success looks like to you.</li><li>• Share the results you're seeking.</li><li>• Be open about what you are accountable for.</li><li>• Lead by example (exhibit model behavior).</li></ul>
Explain the value of their work & how it contributes to organizational goals	<ul style="list-style-type: none"><li>• Communicate the importance of their work &amp; how it fits into the "big picture".</li><li>• Explain your vision &amp; goals and request feedback.</li><li>• Be clear &amp; direct about your expectations of employees. Discuss the behaviors &amp; results you expect from them.</li></ul>
Establish individual performance goals	<ul style="list-style-type: none"><li>• Encourage employees to take the lead on developing performance goals - they know their job best!</li><li>• Develop a Performance Plan based on personal goals.</li></ul>
Review & agree on performance goals with the Associate	<ul style="list-style-type: none"><li>• Ensure goals are clear &amp; within the employee's control or influence to achieve.</li><li>• Ensure goals are challenging &amp; will stretch the individual to perform their best.</li></ul>
Finalize goals & communicate them to everyone	<ul style="list-style-type: none"><li>• Openly share your expectations based on the goals established (individual &amp; team).</li><li>• Promote an environment of shared accountability where everyone understands who is responsible for what.</li></ul>

Source: *(Adapted from Cultural Human Resources Counsel, 2005)*

### Providing Continuous Feedback

In general, most Associates want to know how well they are performing and whether they are meeting their manager’s expectations. Feedback is the process of presenting your observations and understanding what the Associate accomplished, how they did it, and what they achieved in order to improve their performance (Kotelnikov, n.d.). Using a continuous feedback approach gives you an opportunity to provide direction to your employees on a more frequent basis, rather than just once a year during the annual performance appraisals.

### Recognition & Rewards

Acknowledging good performance through recognition and rewards is another aspect of effective performance management. It reinforces and rewards the actions and behaviors you most want to see Associates replicate. Skilled performance managers use a creative mix of rewards to motivate individuals to continue to perform at high levels (Cultural Human Resources Counsel, 2005).

The following are guidelines you can apply to recognize and reward good performance:

- ✓ **Match the reward to the individual**
- ✓ **Match the reward to the significance of the contribution**
- ✓ **Provide timely and specific recognition/acknowledge as soon as possible after the achievement**
- ✓ **Leverage the power of recognition – Say “Thank you”, “I appreciate it”, “Great Job”**

### Reflective Self-Assessment

Being a skilled performance manager requires you to acknowledge your own strengths and weaknesses as a manager. Evaluate the effectiveness of your performance management skills by considering how often you engage in the following (Cultural Human Resources Counsel, 2005).

<b>As a manager, how often do you...</b>	<b>Frequently</b> <i>(weekly)</i>	<b>Sometimes</b> <i>(few times a month)</i>	<b>Rarely</b> <i>(throughout the year)</i>
Openly acknowledge good work & effort of Associates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Give constructive feedback to Associates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exhibit and model behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus on maintaining high levels of Associate motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Request feedback from your direct reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Act as a mentor or career guide to Associates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A rare frequency in one or more of these areas may call for your attention. You can use the references included in the **Available Resources** section below to gain access to information that is useful for developing your performance management skills in these critical areas.

## Available Resources

In addition to The CHC Learning Center, below are easy to access resources for additional information.

### Helpful Websites

General Performance Management Information

[http://www.managementhelp.org/perf\\_mng/perf\\_mng.htm](http://www.managementhelp.org/perf_mng/perf_mng.htm)

Management Resources related to: *Establishing Performance Goals, Performance Management Strategies, & Improving Employee Performance*

[http://humanresources.about.com/od/manageperformance/Managing\\_DaytoDay\\_Employee\\_Performance.htm](http://humanresources.about.com/od/manageperformance/Managing_DaytoDay_Employee_Performance.htm)

### Individual Development Plan Template

[http://www.fedcareer.info/plans\\_\(idps\).htm](http://www.fedcareer.info/plans_(idps).htm)

### Book(s)

London, M. & Mone, E., (2009). *Employee Engagement Through Effective Performance Management: A Practical Guide for Managers*. Routledge Academic (\$22.00-\$24.50).

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