



International Association of
Administrative Professionals®

Professionally Speaking...

*The newsletter of Central Canada Division
(formerly Ontario Division)
International Association of Administrative Professionals (IAAP)*

March 2012

Board Contact Melanie Lambert, President-Elect
Melanie.Lambert@nrc-cnrc.gc.ca

Editor Pat Taylor, CAP-OM
pattayloriaap@hotmail.com 905-354-2946

www.iaap-centralcanada.org



IAAP 2011-2012

Remarkable...

Commitment to Analysis and Feedback... Measure #5 – CEO As a Broker of Ideas-



BACKGROUND INFORMATION...

The 7 Measures of Success book indicates the need for a leader to “not only understand the organization’s vision, but also be able to engage others in defining, refining, and responding to that vision and all it entails.” The ability for leaders “to facilitate visionary thinking throughout the organization” is paramount.

While it is the role of the CEO to create the organization’s vision, CEOs of remarkable associations gather “consensus around a member-generated vision rather than forcing buy-in into a personal vision of the CEO.”

Remarkable associations have “transitioned away from an autocratic, controlling CEO,” in favour of moving to CEOs who foster “a team or family environment” and who are “willing to listen to other’s ideas.” Simply listening though is not enough. In remarkable associations, “The CEO must also stimulate energy and engagement among and between staff and volunteers and must be willing to step aside at times to facilitate a discussion of ideas without dictating an outcome.”

In remarkable associations, “both elected leaders and staff think in terms of what is possible and enables things to happen rather than decreeing what will happen. Staff input is both welcomed and respected, with no apparent class distinctions giving more weight to some employees’ ideas over others’.”

WHAT WE DO IN CENTRAL CANADA DIVISION

... submitted by *Melanie Lambert, President-Elect*

“*The commitment to analysis and feedback - #5 CEO as a broker of ideas*“ topic is something that rings very true and right to the heart of the Central Canada Division (CCD) Board Members.

I see the CEO as the four (sometimes five) individuals who make up the executive of the Division. We need to understand the vision of IAAP and be able to engage others with their response to that vision. It is our responsibility to help you (our members) understand where the vision is taking us and the best way for OUR DIVISION to move forward in that direction.

The CCD makes annual leadership training available for all chapter members to help and guide them in the right direction as well as to provide an opportunity for connecting like minds together and to allow for sharing of common successes and hurdles. Things are shared and everyone is heard.

We also have continued to share official contact with the chapters between the Board Members by appointing each Division Board Member as a chapter liaison to three or four of our chapters. We form a connection with the chapter executive, the future leaders, and all members of the chapter. We get out there and attend your meetings (chapter and board meetings), we offer clarification when needed and requested, and we participate in your special events.

The Fall Education Forum is a Division event that offers all members the opportunity to network and be “injected” with enthusiasm regarding our Association. In turn, members then take their new knowledge and spark back to their chapter and pass it along to those members who couldn’t personally attend the session.

The CCD Board Members listen - we understand - we change - we grow.



Searching for the Secret to Upcoming Webinars???

Search no more, we found the secret location—it's through the monthly issues of IAAP Connections. The following is taken from the February 2012 issue.

IAAP MEMBERSHIP WEBINARS (No registration fees apply)

IAAP offers [a wide range of webinars](#) (Note: This link goes to files of past webinars—the upcoming webinars are shown here in the next three paragraphs.) related to membership, chapters and divisions. None of these webinars are eligible for recertification points. All times are Central.

[2012 EFAM Preview](#), presented by IAAP Conference & Events Specialist Heather Chatlos: 1:00-2:00 p.m. Central Time Thursday, April 5.

[What's the Difference between Delegates Alternates & Proxies?](#), presented by IAAP Membership Manager Amy House, CAP-OM: 2:00-3:00 p.m. Central Time Wednesday, April 11.

[File Organization Webinar](#), presented by International Secretary Antoinette Smith, CAP-OM: 6:30-7:30 p.m. Central Time Thursday, April 12.

PROFESSIONAL DEVELOPMENT WEBINARS (Registration fees may apply)

IAAP has joined forces with a number of training providers to bring you online webinars and audio conferences on a variety of topics designed for admins. If you're looking for career training, check out the latest options at IAAP's website.



For your Chapter's advance planning, here's our issue outline for *Professionally Speaking...* for the balance of the year.

April 2012 issue (input due by April 15)...
Commitment to Action –
6. Organizational Adaptability.



May 2012 issue (input due by May 15)...
Commitment to Action –
7. Alliance Building.

June 2012 issue (input due by June 15)...
Summary and "Remarkable" Celebration.

Calling all Central Canada Division Chapter Leaders and Members



Send us your input by April 15 regarding what actions you and/or your chapter are taking on the "Making the Leap to Remarkable" front in the area of **Commitment to Action – 6. Organizational Adaptability**. We'd be delighted to hear about your personal efforts, as well as those within your chapter, in working towards attaining these goals.

If you'd like to review the concepts of this measure in the quest for becoming remarkable, including the background and possible questions, check out Central Canada Division's September 2011 edition of *Professionally Speaking...*

I look forward to receiving your submissions at pattayloriap@hotmail.com

Admins, The Pulse of the Office



The theme for the 2012 Administrative Professionals Day® is:
“Admins, the pulse of the office.”

Administrative Professionals Day will mark its 60th anniversary on April 25, 2012. Over those decades, the job of an administrative professional has changed dramatically thanks to new tools, techniques and seismic shifts in the economy and culture itself. But admins have remained the steady center of efficiency through it all, helping ensure that jobs get done right, on time and under budget. Admins are one of the engines of business, particularly in a complex economy. In a world that demands the accurate and speedy movement of digital information, admins are masters of data. And they do this while maintaining their more traditional role as the gatekeepers for many customers, clients and employees. Quite simply, admins are the pulse of the office.

For more information on Administrative Professionals Day, please visit <http://www.iaap-hq.org/events/apw>

Central Canada Division APW Events 2012				
Chapter	Event Date	Topic	Presenter	CCD Board Attendee
Barrie District	No event planned for 2012			
Bluewater Sarnia Lambton	April 25 @ 5:30 pm	Celbrate Admins - The Pulse of the Office 2012	Helen Lomax	Bonnie McKay, CAP-OM
BurlOak Bay	April 26 @ 4:30 pm	Unleashing Greatness - Make the Leap to Remarkable Performance	Dawn Frail	Suzanne Van Cleef, CAP
Grand River	No event planned for 2012			
Horseshoe Falls	April 26 @ 5:30 pm	Identity Theft – Are YOU Protected?	Sylvain Patry	Bonnie McKay, CAP-OM
Merle Law London	No event planned for 2012			
North Bay	April 25 @ 7:45 am	(am) Let Me See Your Body Talk; Play That Funky Music (pm) The Cloud and Publishing	Merelle Rodrigo Phil Cowcill	Melanie Lambert
Ottawa	April 25 @ 7:30 am	Communication and Effective Working Relationships	Paul Byrne	Sylvie Paul-Hus, CAP, on behalf of CCD
Ottawa West	No event planned for 2012			
Peel-Halton	April 18 @ 5:00 pm	Laughing at Stress: Humor in Time of Change!	Michael Lewis	Bonnie McKay, CAP-OM
Quintus	April 25 @ 5:30 pm	High Hopes	Doug Hunt	Suzanne Van Cleef, CAP
Scarborough	April 18 @ evening	Mentorship and Career Planning	Jeremy O'Krafka	Gini Henderson, CAP, on behalf of CCD
Sudbury Nickel	April 25 @ 7:00 am	Appreciation Marketing	Laurie Hayes	Melanie Lambert
Toronto	April 25 @ 5:00 pm	Let Me See Your Body Talk - The Importance of Body Language	Merelle Rodrigo	Nancy Brown, CAP
York Region	April 25 @ 8:30 am	(am) Performance Goals Workshop (am) Mother Said There'd be Days Like These (pm) Taking the Pulse of Your Professional Image	Carrie Martin Ulla de Stricker Deborah Boland	Nancy Brown, CAP

For details please check the chapter's website or the HQ APDay events webpage at www.iaap-hq.org/events/apw/chapter-division



Seeking Silent Auction Items

Chapters and Individual Members are invited to donate items for the Silent Auction that will be held at the Canada Divisions' Conference in Kitchener/Waterloo in June. Proceeds will go to IAAP's Research and Education Foundation.

The Silent Auction is being coordinated by Jill de Munnick, C.S.P. (jilldemunnick@fortisproperties.com), and Kathy Fogal, CAP-OM, (kfogal@rim.com).

In advance of CDC, please inform Jill or Kathy of items being donated, including a description of the item, the value and the name of the person or Chapter making the donation.

Donated items may be either brought to CDC or delivered in advance to: Jill de Munnick, C.S.P., Corporate Sales Manager, Holiday Inn Cambridge, 200 Holiday Inn Drive, Cambridge, ON, N3C 1Z4

Your kindness and generosity in donating items in support of the Research and Education are sincerely appreciated.

Future Canada Division's Conference Dates and Locations

2012:

Kitchener/Waterloo, ON

– June 7-9

– Delta Kitchener-Waterloo
Hotel

2013:

Lethbridge, AB

– May 23-25

– Lethbridge Lodge Hotel &
Convention Centre

Message from Canada District Director

Lina M. Veglia, International Director, Canada District

March 8, 2012

Greetings IAAP Members!

Happy International Women's Day! I hope you are celebrating the remarkable achievements of women worldwide. **Nancy Pelosi** has the perfect quote for today - "Women are leaders everywhere you look -- from the CEO who runs a Fortune 500 company to the housewife who raises her children and heads her household. Our country was built by strong women and we will continue to break down walls and defy stereotypes".

I just returned from the Spring Board Meeting in Las Vegas where I met a few of you at the registration desk and I must say that I am really pleased with how our association is moving forward. There are some really exciting things in the works and you will hear all about them at EFAM in Grapevine Texas.

Congratulations to the Western Canada Division, Central Canada Division and the Eastern Canada Division on their membership net gain this month and congratulations to the chapters that have added significantly to their membership numbers. It seems the 70-70 Membership Drive is working well.

Just a quick reminder that the March 15 early bird deadline is fast approaching to register for CDC 2012 – so make sure to get those registration forms in asap.

[Editor's note: While the early bird deadline has now passed, there is still room for you, it will just cost you a little more to register. Check out the detail by subscribing to the Canada District egroup for this and other items of interest to Canada District Members at www.iaap-hq.org.

Pathways to Excellence (P2E) Chapter of Excellence Interim Report for Central Canada Division

... submitted by Bonnie McKay, CAP-OM, Treasurer

A request to the Chapter Presidents regarding the status of P2E within their chapter garnered the following information:

1. Fifteen Chapters submitted their program calendar by the due date of October 1, 2011. *This is a task that some chapters complete at their June meeting or over the summer, to determine the types of programs that meet the chapter approval.*
2. Fifteen Chapters submitted their budget and 14 chapters submitted their financial review by December 31, 2011. *Again, this is a task that requires the chapter approval and a preliminary budget should be determined in June going forward into the new term.*
3. Six Chapters have completed their Membership Drive and have submitted their form, or are in the process of submitting their form, to meet Criteria #3. Four Chapters have committed to completing their Membership Drive by May 31, 2012. *The membership drive can be part of your regular meeting as long as you indicate on your program flyer that it is a membership drive.*
4. Four Chapters have held a new member orientation, must be done by June 25. *A new member orientation is beneficial in so many ways! It reminds the long term members of all the reasons they joined and ignites the passion in new members for providing leadership.*
5. Six Chapters have developed or updated their business plan. Chapters submit business plan to its members, with a copy to the Division, by April 30. *If you require assistance completing your strategic plan, access this link for further information: <http://pathways.iaap-hq.org/Pathways/ProgramPrinciples/StrategicPlanning/>*
6. Seven Chapters have committed to sending a delegate (or submits a proxy (if allowed by Division bylaws [our Division allows proxies])) to the Division Annual Meeting held in the current IAAP fiscal year. *(held in Kitchener-Waterloo this year)*
7. Nine Chapters sent a delegate or submitted a proxy to the International Education Forum and Annual Meeting held in the current IAAP fiscal year. *(Montreal)*
8. As of June 30, at least 7% of the chapter members (minimum of 2 members) qualify for Member of Excellence. *The response I clearly heard from chapters was that this was a goal "in progress"*

Chapter of Excellence



Hopefully all of our members are working towards attaining their Member of Excellence (MoE) status by achieving a minimum of eight of the eleven possible criteria.

And hopefully all of our chapters are working also towards attaining their Chapter of Excellence (CoE) status by attaining the mandatory eight

criteria outlined in the Pathways to Excellence (P2E) program materials.

Chapter leaders, if you've not yet informed your members of your chapter's progress towards attaining the CoE status, please consider doing so at your earliest opportunity. It's important for each of your members to know how they can help support your chapter in attaining this goal.

As outlined in Bonnie's article on the left of this page, "no later than" deadlines remaining during the current IAAP year are as follows:

- April 30, 2012 – completion of Criteria #5
- May 31, 2012 – completion of Criteria #3
- May 4, 2012 for proxy submission and June 9, 2012 for delegate attendance – completion of Criteria #6
- June 25, 2012 – completion of Criteria #3
- June 30, 2012 – completion of Criteria #8

*Thanks for doing your best
to do your part
to help your Chapter to either
remain or become remarkable this year!*





As you already know, life is often like a roller coaster ride and we experience highs and lows pretty much all our life. No matter how well we think we have organized our life, it has a way of throwing us a curve ball every once in a while in the form of “Stuff” to deal with. That “stuff” can sometimes simply be daily pressure at work, family or health challenges, or a longer than usual TO DO LIST that can make us feel overwhelmed or overstressed.

This kind of “STUFF” can get to us, deplete our energy, and take away from our daily JOY and EXCITEMENT about life. When that happens it can also alter our PERSPECTIVE about life. I have come to learn that maintaining a “Healthy Perspective” about life is something that is important to manage and that we can incorporate activities into our lives on a daily basis, so that when “STUFF” happens we have far more resiliency to it. You know, “Bounceability”. Our ability to “Bounce” back to where we really want to be — Unstoppable, Confident and FULL OF LIFE.
(If this state of life seems unrealistic to you—we need to talk.)

This new section in my Newsletter is about sharing some “BOOSTER THOUGHTS” with you to build up your immune system in order to BOOST your “Healthy Perspective” and keep your “Personal Energy” tanks as full as possible. By the way “Personal Energy” is the only source of energy on this planet that doesn’t go up in price..... AND is actually a renewable resource—if you know how it works. It seems that we can all use a “BOOSTER THOUGHT” from time to time to help us get back on track from being side railed by “STUFF” and continue to have a life of “Extraordinary”. So, I have created a series of “BOOSTER THOUGHTS” for you, to do just that.

The other day I went to my family doctor for my annual physical and after the exam I was diagnosed with.....“Great Health”. OK, my doctor didn’t really tell me that way, but I thought after I got my clean bill of health that it would be an ENERGIZING IDEA to look at it that way. And so, for the next couple of weeks when I would bump into my friends I would tell them that I was diagnosed with...(and then I pause, because everybody is expecting to hear something bad) ...with Great Health. Everybody laughs when I complete the sentence and so it energizes them and it energizes me. By the way, the more energy we give to others, the more we get back for ourselves.

Your “BOOSTER THOUGHT” for today is:

Celebrate the simple things in your life that are in fact working well for you. So often we just take them for granted. I can tell you that if you did get diagnosed with something other than “Great Health”, you would definitely wish you had spent more time appreciating and being thankful for all the years you had Great Health. Even if you don’t have Great Health, I can tell you that there is always someone else who is probably dealing with something more challenging than you.

Other everyday things you can Celebrate are:
-the fact that you are ALIVE!

-your job—even if you are not in love with it. There are thousands of people that would love to have A job, maybe even YOUR job...so be thankful for it.

-the fact that you get to wake up in the absolute best country in the world—every day. Most people in this country merely take that for granted, but if you focus on that fact you can be ENERGIZED by it at no cost to you or anyone else.

So, here’s what you CAN DO. Take five minutes out of your life, once a month and at the top of a page write the words: Things I can CELEBRATE or be THANKFUL FOR—and then think about this and write down all the things that come to mind. I realize that making a list of things a person is thankful or grateful for is not a new idea. But it isn’t whether you understand the concept. It’s whether you actually DO IT! Ask yourself, when was the last time you did?

Read your list on a daily basis. It will energize you. It will “BOOST” your “Healthy Perspective” about your life and give you a higher level of “Resiliency” for the next round of “STUFF”.

“The Healthier your Perspective, the more Energy you will have and the more likely your life will be EXTRAORDINARY”.
-Bob Koehler

... from Bob Koehler’s Amazing eNewsletter “The Bob Factor”,
March 2012, Bob Koehler & Associates Inc., 31 Stonegate Place,
Fonthill, Ontario L0S 1E3, Canada, www.bobkoehler.com –
email: bob@bobkoehler.com

10 Listening Tips

... from Slideshare Present Yourself, www.slideshare.net/frankcaldwell/listening-tips



1. Stop talking, listen twice as much as you talk, don’t interrupt
2. Stop doing other things
3. Face the person, make eye contact (it develops trust)
4. Watch the body language, non-verbal cues may suggest what the speaker *isn’t* saying, and this can be just as important as what *is* being said
5. Take notes, it helps you to remember
6. Ask questions, be curious
7. Give feedback, nod your head
8. Summarize and ask
9. Put away preconceptions
10. Reduce your need to be right



What's "The 7 Measures of Success" Chapter Topic for our April Newsletter?

May Newsletter Chapter Topic:

Commitment to Action – 7. Alliance Building

BACKGROUND INFORMATION...

In Measure 7, the book states that "Forming alliances with other organizations—whether nonprofit, for-profit, or government—was high on the priority list for both the study and comparison associations. Most of them had built several alliances that proved effective in generating revenue, raising awareness around a key issue, or building their organizational brand." However, definite differences in the approach to alliance building existed in the study groups.

It was noted that "While remarkable associations are willing to admit they can't do everything on their own, they bring self-confidence to their alliance-building activities. Secure in who they are and what they bring to the table, these associations communicate clear expectations for each specific partnership and do not hesitate to walk away if a win-win situation does not materialize. But they're also willing to admit what they can't do on their own."

"When forging alliances or remaking themselves, remarkable associations do not stray from clearly stated goals and they maintain a disciplined process to achieve those goals. Their counterparts in the comparison group are more likely to seize on opportunities that offer the potential for short-term gain. In general, they seem less concerned about the long-term implications of their actions."

POSSIBLE QUESTIONS TO CONSIDER...

"Measuring your association's ability to build successful alliances goes beyond basic counting. For instance:

1. How many alliances has the association sought during the past five years and why?
2. How many alliances have been formalized during that same time?
3. Who are the association's unconventional partners?
4. When seeking alliances, does the organization have a list of criteria describing the type of alliance it wishes to form and the nature of its relationship to the association's strengths, weaknesses, mission, vision, and/or goals?
5. With any alliance ultimately formed, did the association establish metrics for success in advance?
6. Has the association ever evaluated an alliance partner and ultimately decided to decline? Why?

"The answers to these questions will help an association begin to assess the extent to which any alliances were considered in terms of their alignment with mission and goals, core competencies, and the association's willingness to invest in careful planning to enhance success.

"Sir Frances Bacon noted that knowledge is power. Like any other powerful tool, the information embodied by the seven measures confers power on the user *only* if collected carefully and ethically and used responsibly—in the service of the association's stakeholders and its goals."

If you have any input or comments to provide in this area, please submit detail to pattayloriap@hotmail.com no later than May 15. Your involvement is sincerely appreciated!



Future EFAM Dates and Locations

- 2012: Grapevine, Texas, July 21-25, Gaylord Texan Resort
- 2013: Anaheim, Calif., July 28-31
- 2014: Milwaukee, Wis., July 27-30, Milwaukee Convention Center
- 2015: Louisville, KY, July 26-29, Kentucky Intl Convention Center

Certification and Recertification Statistics

May 5 is the date for writing the next CAP and specialty exams—only a few weeks remain for those writing to fit in the rest of their studying. You can do it!

With the recent changes in certification names and specialty exams, Headquarters is currently updating the statistics information. Once the data has been revised, it will be made available again on the website.

In the meantime, we extend best wishes to all who will be writing the exams on May 5!

Be Remarkable...

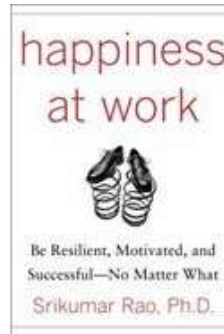
Leave Others Better Than You Found Them

Make it a habit to leave people in a better state than you found them--happier, healthier, stronger, wealthier. This is a major way of being remarkable.

BOOK REVIEW

Happiness At Work

... Review by John Storm, Business Link
Author Srikumar Rao, McGraw-Hill Publishers



“In a similar theme as the book described, *Happiness at Work* offers a different perspective on our attitude. In essence, Rao says we often fall into the trap of thinking we will be happier with a new car, home or computer. An 18-year-old young man might be delighted to have a 15-year-old car that barely starts.

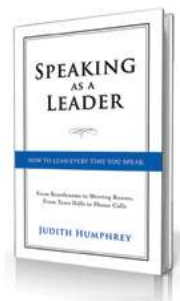
When he turns 50, he’s not happy until he has his Mercedes, and later might even want a Ferrari—and still not be happy. What is strong in this book is the call for personal accountability. I recently spoke with the president of the University of Western Ontario and he said our schools must do much more to teach responsibility. We live at a time when many young people feel entitled to the iPod or the university degree. They will soon discover the real world in a tough economy will demand they are held accountable personally for their own wealth and happiness.”

* * * * *

Ways to Talk So People Really Hear You

Communications expert, and author of *Speaking As A Leader*, Judith Humphrey offers three tips on ways to talk so people really hear you:

1. Stop apologizing
2. Don’t soften your voice
3. Believe in what you’re saying



Speaking as a Leader will show readers how to influence and inspire every time they speak. It provides a single, comprehensive approach that promotes leadership in every communication - from formal speeches and presentations, to phone calls, meetings, Q&A, and elevator conversations.

How I Learned To Connect With People

... by John C. Maxwell "This article is used by permission from Leadership Wired, John Maxwell's premiere leadership newsletter, available for free subscription at www.johnmaxwell.com/newsletters."

"If it is true that almost everything we become and accomplish in life is with and through other people, then the ability to create rapport with them is the most important skill we can learn. Looking back at the early and middle stages of my career, I identified six practices that helped me to connect with others. I trust that they will be beneficial to you in honing your skills as a connector.

1. I Understood the Value of Connecting With Others.

As a young leader, I quickly bumped up against my personal limitations. I realized that what I could accomplish on my own paled in comparison to what I could get done by linking up with others. I became aware that my influence depended upon my ability to connect with those around me, and I switched my mindset from being a solo producer to being a people developer.

2. I Studied and Imitated Connectors That I Admired.

As a young leader, I had an insatiable appetite to learn from the leaders who seemed effortlessly to connect with others. First, I looked at how the person connected. That is, what strategies did she employ to get through to the audience? Second, I observed how long the person connected. It's far easier to catch someone's attention than it is to hold his attention for an extended period of time. As I studied the great connectors, I attempted to incorporate their methods into my own communication.

3. I Determined to Be Myself and Build on My Strengths.

Though I relied on the example of expert communicators, I also resolved to connect authentically by drawing upon my own unique talents. Gradually, my question morphed from, "What do they have that I want?" to "What do I have that they want?" As I tapped into my natural abilities, I began to develop a distinctive style around my strengths.

My Style of Connection

- Humor: I enjoy my audience, subject, and myself.
- Authenticity: I do not teach anything that I do not live or believe.
- Confidence: I naturally feel good about others and myself.
- Hope: I love to uplift people and encourage them.

- Simplicity: I am not an intellectual, and I enjoy making my lessons easily understandable.

4. I Did My Homework.

If you are a gifted at forming relationships and do nothing to improve, you'll still be in the top 50% of connectors. Do something in the way of personal growth from time to time, and you'll be in the top 10% of connectors. However, to make the top 1%, you'll need to do homework every day on how to get through to others.

5. I Asked for Feedback.

As Stephen Covey says, "It takes humility to seek feedback. It takes wisdom to understand it, analyze it and appropriately act on it." When soliciting feedback, ask those who possess the capacity to connect. Only seasoned connectors can offer you reliable feedback; others can only speculate about what you did right or wrong.

6. I Practiced.

The art of connection takes time to master. I started off as a terrible communicator; I was long-winded and uninteresting. Thankfully, I was determined to improve. After gaining experience, I began to think more about the context of connection than its content. That is, I learned to focus on my audience rather than myself. I began to rehearse my messages in front of one person, and then in the presence of a small group, before delivering them to large audiences. The extra practice on the front end tremendously aided my ability to connect during actual speaking engagements.

Application

In preparing to connect with another individual or group this week, practice the follow three steps:

1) Research and Develop Your Message

With whom are you trying to connect? What motivates them? How have others successfully connected with them? What resources could prepare you for your conversation with them?

2) Refine Your Message

After you've developed your message, seek counsel from others. What do they like or dislike about it? What recommendations do they have for making the message better?

3) Rehearse Your Message

Give your message a trial run in front of another person. Did you feel confident communicating it? How could your delivery improve?"