



Message from the Western Canada Division President



Happy New Year to all of Western Canada Division!

I hope that you were able to take some time during the holiday season to get some rest, enjoy some relaxation and rejuvenate yourself for the year the to come.

- continued on Page 2

INSIDE THIS ISSUE ...

Message from the Western Canada Division President P.1
Division Officers & Committee Chairs P.1
Message from the WCD President (Cont'd) P.2
Certification Upcoming Deadlines P.2
Certification Congratulations P.3
Happy Anniversary Winnipeg Chapter P.3
IAAP Core Values: Communications P.4-7
Upcoming Events P.8
Let's Talk, Maureen Tazzioli P.9
Western Canada Division Facebook/LinkedIn/E-Groups P.10

Division Officers

PRESIDENT	Terri Peters, CAP
PRESIDENT ELECT	Jocelyne April, CAP-OM
VICE PRESIDENT	Karin Hares, CAP-OM
TREASURER	Michelle Zahayko
SECRETARY	Dianne Thiemann

Chapter Liaisons

Division Members at Large
Vancouver - Calgary
Lethbridge - Regina
Nanaimo - Winnipeg
Edmonton - Fraser Valley



Division Committee Chairs

BYLAWS AND STANDING RULES	Cheryl Gathercole, CAP-OM
CERTIFICATION	Debbie Gomersall, CAP
MEMBERSHIP	Karen Butz, CAP-OM
NEW CHAPTER BUILDER	Beth Turner
NEWSLETTER	Karin Hares, CAP-OM
NOMINATIONS	Jayne Clark
PATHWAYS TO EXCELLENCE	Maureen Glover, CAP-OM
THE FOUNDATION	Eileen Gormley, CAP-OM
WEBMASTER	Terri Peters, CAP / Karin Hares, CAP-OM



Message from the WCD President - Continued

2013-2014 Western Canada Division Board Nominations – DEADLINE: FEB 28, 2013

Just a reminder that the deadline for Nominations for the 2013-2014 Western Canada Division Board is FEBRUARY 28, 2013. Please visit the Western Canada Division website (<http://www.iaap.ca/westerncanada/home/>) for information on Nominations from the Western Canada Division Nominations Chair, Jayne Clark. If you have any questions please contact Jayne at jayne.clark@hotmail.com.

Canada Division's Conference (CDC) – May 23-25, 2013

I hope that you are making plans to attend CDC this May in Lethbridge, Alberta. It is sure to be a great conference with lots of educational and networking opportunities for everyone. The brochure/registration form should be out soon, so watch for that and complete your registration to attend.

Member of Excellence (MOE) 2012-2013

Congratulations to those Members in Western Canada Division who have attained their Member of Excellence for 2012-2013 already! That is a great achievement, one to be proud of.

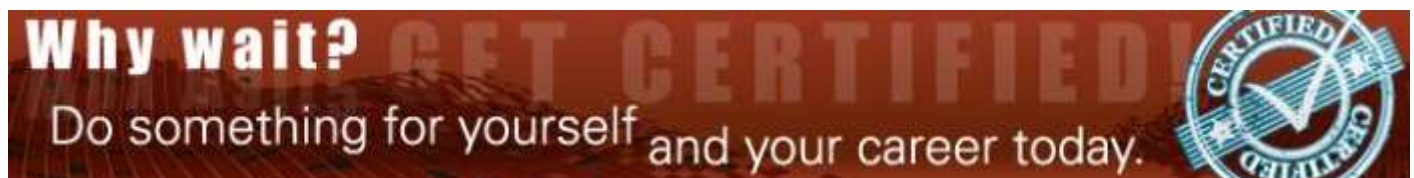
I encourage all Members to strive towards attaining their Member of Excellence this year! Be the One, gather your documentation and complete your application. There are 11 criteria and you only need to achieve 8 of the 11 criteria to submit your application to become a Member of Excellence for 2012-2013!

Enjoy the rest of the month, and continue your efforts to “Be the One”!

Terri Peters, CAP, 2012-2013 Western Canada Division President

Certification Upcoming Deadlines ...

Please note: the Deadline for the May 4, 2013 certification exams is February 15, 2013. You can download the application forms at: <http://www.iaap-hq.org/certification>.



Certification Congratulations ...



The 2012-2013 Western Canada Division Board would like to recognize and congratulate you on your recent achievement of obtaining your CAP designation.

Jo Anne Wiebe, CAP
Rosemary Hughes, CAP
Afton Williams, CAP

Gloria Ho, CAP
Robin Benedetto, CAP-OM
Janet Bernat, CAP-OM

The 2012-2013 Western Canada Division Board would like to recognize and congratulate you on your recent achievement of passing the Organizational Management Specialty Exam.

Robin Benedetto, CAP-OM

Janet Bernat, CAP-OM

The 2012-2013 Western Canada Division Board would like to recognize and congratulate you on your recent achievement of recertifying your designation.

Christina Green, CAP-OM

Jill Goertzen, CAP-OM

Recertification results up to December 31, 2012

Happy 51st Anniversary to the Winnipeg Chapter ...

January 27, 1962 - January 27, 2013



IAAP Core Values: COMMUNICATION

The Communication Process

Communication: *That is what we try to do, Speak to those near us*

- **Thought:** First, information exists in the mind of the sender. This can be a concept, idea, information, or feelings.
- **Encoding:** Next, a message is sent to a receiver in words or other symbols.
- **Decoding:** Lastly, the receiver translates the words or symbols into a concept or information that he or she can understand.

During the transmitting of the message, two elements will be received: content and context. **Content** is the actual words or symbols of the message that is known as *language* — the spoken and written words combined into phrases that make grammatical and semantic sense. We all use and interpret the meanings of words differently, so even simple messages can be misunderstood. And many words have different meanings to confuse the issue even more.

Context is the way the message is delivered and is known as *paralanguage* — it is the nonverbal elements in speech such as the tone of voice, the look in the sender's eyes, body language, hand gestures, and state of emotions (anger, fear, uncertainty, confidence, etc.) that can be detected. Although paralanguage or context often cause messages to be misunderstood as we believe what we see more than what we hear; they are powerful communicators that help us to understand each other. Indeed, we often trust the accuracy of nonverbal behaviors more than verbal behaviors.

Some leaders think they have communicated once they told someone to do something, “I don't know why it did not get done. I told Jim to do it.” More than likely, Jim misunderstood the message. A message has NOT been communicated unless it is understood by the receiver (decoded). How do you know it has been properly received? By two-way communication or feedback. This feedback tells the sender that the receiver understood the message, its level of importance, and what must be done with it. Communication is an exchange, not just a give, as all parties must participate to complete the information exchange.

Barriers to Communication

Nothing is so simple that it cannot be misunderstood. — Freeman Teague, Jr.

Anything that prevents understanding of the message is a barrier to communication. Many physical and psychological barriers exist:

- **Culture, background, and bias** — We allow our past experiences to change the meaning of the message. Our culture, background, and bias can be good as they allow us to use our past experiences to understand something new, it is when they change the meaning of the message that they interfere with the communication process.
- **Noise** — Equipment or environmental noise impedes clear communication. The sender and the receiver must both be able to concentrate on the messages being sent to each other.

- continued on Page 5

IAAP Core Values: COMMUNICATION

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- **Ourselves** — Focusing on ourselves, rather than the other person can lead to confusion and conflict. The “Me Generation” is out when it comes to effective communication. Some of the factors that cause this are defensiveness (we feel someone is attacking us), superiority (we feel we know more than the other), and ego (we feel we are the center of the activity).
- **Perception** — If we feel the person is talking too fast, not fluently, does not articulate clearly, etc., we may dismiss the person. Also our preconceived attitudes affect our ability to listen. We listen uncritically to persons of high status and dismiss those of low status.
- **Message** — Distractions happen when we focus on the facts rather than the idea. Our educational institutions reinforce this with tests and questions. Semantic distractions occur when a word is used differently than you prefer. For example, the word chairman instead of chairperson, may cause you to focus on the word and not the message.
- **Environmental** — Bright lights, an attractive person, unusual sights, or any other stimulus provides a potential distraction.
- **Smothering** — We take it for granted that the impulse to send useful information is automatic. Not true! Too often we believe that certain information has no value to others or they are already aware of the facts.
- **Stress** — People do not see things the same way when under stress. What we see and believe at a given moment is influenced by our psychological frames of references — our beliefs, values, knowledge, experiences, and goals.

These barriers can be thought of as filters, that is, the message leaves the sender, goes through the above filters, and is then heard by the receiver. These filters may muffle the message. And the way to overcome filters is through active listening and feedback.

Active Listening

Hearing and listening are not the same thing. Hearing is the act of perceiving sound. It is involuntary and simply refers to the reception of aural stimuli. Listening is a selective activity which involves the reception **and** the interpretation of aural stimuli. It involves decoding the sound into meaning.

Listening is divided into two main categories: passive and active. Passive listening is little more than hearing. It occurs when the receiver of the message has little motivation to listen carefully, such as when listening to music, story telling, television, or when being polite.

People speak at 100 to 175 words per minute (WPM), but they can listen intelligently at 600 to 800 WPM. Since only a part of our mind is paying attention, it is easy to go into *mind drift* — thinking about other things while listening to someone. The cure for this is *active listening* — which involves listening with a **purpose**. It may be to gain information, obtain directions, understand others, solve problems, share interest, see how another person feels, show support, etc. It requires that the listener attends to the words and the feelings of the sender for understanding. ***It takes the same amount or more energy than speaking.*** It requires the receiver to hear the various messages, understand the meaning, and then verify the meaning by offering feedback.

- continued on Page 6

IAAP Core Values: COMMUNICATION

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The following are a few traits of active listeners:

- Spend more time listening than talking.
- Do not finish the sentences of others.
- Do not answer questions with questions.
- Are aware of biases. We all have them. We need to control them.
- Never daydreams or become preoccupied with their own thoughts when others talk.
- Let the other speakers talk. Do not dominate the conversations.
- Plan responses after the others have finished speaking, NOT while they are speaking.
- Provide feedback, but do not interrupt incessantly.
- Analyze by looking at all the relevant factors and asking open-ended questions. Walk others through by summarizing.
- Keep conversations on what others say, NOT on what interests them.
- Take brief notes. This forces them to concentrate on what is being said.

Feedback

When you know something, say what you know. When you don't know something, say that you don't know. That is knowledge. — Kung Fu Tzu (Confucius)

The purpose of feedback is to alter messages so the intention of the original communicator is understood by the second communicator. It includes verbal and nonverbal responses to another person's message.

Providing feedback is accomplished by paraphrasing the words of the sender. Restate the sender's feelings or ideas in your own words, rather than repeating their words. Your words should be saying, "This is what I understand your feelings to be, am I correct?" It not only includes verbal responses, but also nonverbal ones. Nodding your head or squeezing their hand to show agreement, dipping your eyebrows shows you don't quite understand the meaning of their last phrase, or sucking air in deeply and blowing it hard shows that you are also exasperated with the situation.

Carl Rogers listed five main categories of feedback. They are listed in the order in which they occur most frequently in daily conversations. Notice that we make judgments more often than we try to understand:

- **Evaluative:** Making a judgment about the worth, goodness, or appropriateness of the other person's statement.
- **Interpretive:** Paraphrasing — attempting to explain what the other person's statement means.
- **Supportive:** Attempting to assist or bolster the other communicator.
- **Probing:** Attempting to gain additional information, continue the discussion, or clarify a point.
- **Understanding:** Attempting to discover completely what the other communicator means by her statements.

Imagine how much better daily communications would be if listeners tried to understand first, before they tried to evaluate what someone is saying.

IAAP Core Values: COMMUNICATION

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Nonverbal Behaviors of Communication

To deliver the full impact of a message, use nonverbal behaviors to raise the channel of interpersonal communication:

- **Eye contact:** This helps to regulate the flow of communication. It signals interest in others and increases the speaker's credibility. People who make eye contact open the flow of communication and convey interest, concern, warmth, and credibility.
- **Facial Expressions:** Smiling is a powerful cue that transmits happiness, friendliness, warmth, and liking. So, if you smile frequently you will be perceived as more likable, friendly, warm and approachable. Smiling is often contagious and people will react favorably. They will be more comfortable around you and will want to listen more.
- **Gestures:** If you fail to gesture while speaking you may be perceived as boring and stiff. A lively speaking style captures the listener's attention, makes the conversation more interesting, and facilitates understanding.
- **Posture and body orientation:** You communicate numerous messages by the way you talk and move. Standing erect and leaning forward communicates to listeners that you are approachable, receptive and friendly. Interpersonal closeness results when you and the listener face each other. Speaking with your back turned or looking at the floor or ceiling should be avoided as it communicates disinterest.
- **Proximity:** Cultural norms dictate a comfortable distance for interaction with others. You should look for signals of discomfort caused by invading the other person's space. Some of these are: rocking, leg swinging, tapping, and gaze aversion.
- **Vocal:** Speaking can signal nonverbal communication when you include such vocal elements as: tone, pitch, rhythm, timbre, loudness, and inflection. For maximum teaching effectiveness, learn to vary these six elements of your voice. One of the major criticisms of many speakers is that they speak in a monotone voice. Listeners perceive this type of speaker as boring and dull.

Speaking Hints

- Speak comfortable words! — William Shakespeare
- When speaking or trying to explain something, ask the listeners if they are following you.
- Ensure the receiver has a chance to comment or ask questions.
- Try to put yourself in the other person's shoes — consider the feelings of the receiver.
- Be clear about what you say.
- Look at the receiver.
- Make sure your words match your tone and body language (nonverbal behaviors).
- Vary your tone and pace.
- Do not be vague, but on the other hand, do not complicate what you are saying with too much detail.
- Do not ignore signs of confusion.

- Source: Clark, D.R. *The Communication Process*. Retrieved Feb 10, 2013 from <http://www.nwlink.com/~donclark/leader/leadcom.html>

Upcoming Events

Canada Divisions Conference 2013 - Lethbridge, Alberta MAY 23-25, 2013



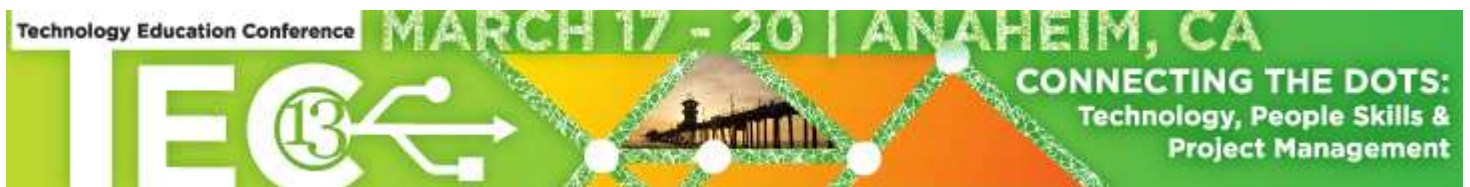
For more information: <http://www.iaapplethbridge.com/cdc.html>

Education Forum and Annual Meeting (EFAM) - Anaheim, California JULY 27-31, 2013



The 2013 Education Forum and Annual Meeting will be held at the Marriott Anaheim Hotel in Anaheim, California.
For more information: <http://www.iaap-hq.org/efam>

Technology Education Conference (TEC) - Anaheim, California MARCH 17-20, 2013



The 2013 Technology Education Conference will be held at the Marriott Anaheim Hotel in Anaheim, California.
For more information: <http://www.iaap-hq.org/tec13>

From Maureen Tazzioli: The Maureen Tazzioli Executive Corporation...

Let's Talk

Do you remember the days when a written or spoken word carried great value in its original meaning, leaving little room for misunderstandings to occur?

Today, with advances in communication technology, acronyms and abbreviations are often used to share a message quickly. Leaving much to the imagination, individual interpretations can trigger miscommunications straining collaborative efforts.

Working to improve communication, consider the following options:

1. *Be the One* to read over all text and email messages to ensure an accurate understanding of the information being shared, then wait a couple minutes before forwarding on a reply.

Experience has taught me that if my gut does not respond well to what I read or understand in an email or text, clarification will be required. The best place I have found to begin the process of confirming the context of any message is to check with myself to ensure that outside stressors are not influencing my judgement. Once found to be in a good place, I will proceed to capture a greater understanding from the sender realizing that the words used to support a message are not always presented in their original meanings, especially when working on team projects where diverse languages exist.

2. *Be the One* to assess current surroundings for noise and distractions that could influence the way you communicate.

Most professional administrators expect to hear sounds familiar to that of a busy office such as: telephones ringing, computers beeping, elevators dinging and fax machines screeching. Additional sounds of people talking in nearby workstations, or music coming from individual radios or vehicles driving by, can make for a very noisy day.

Since maintaining a professional code of conduct is a top priority for administrators, learning to block out certain office sounds is a skill worth developing. However, blocking out such sounds is not the same thing as blocking out valuable information pertinent to an individual's position.

Over the years I have learned that the most successful administrators are those best equipped to work through situations in a calm, attentive, accurate and peaceful fashion regardless as to the noise that surrounds them.

3. *Be the One* that refrains from using habitual comments such as "I know", "one second", or "just kidding", as a way to interrupt or hurry along a conversation. Comments, such as these, can leave the person questioning whether or not their message is being heard and received and to what degree respect is being shown.

To encourage respectful communications sincerely respond using words such as, "I hear you", or "I understand". Such words will help the person see that you are listening to them and that their perspective is important.

In my humble opinion, the greatest communicators are those that listen more than they speak while seeking out the true meaning of the information received when required. Helping to improve the ways we communicate, let us consider limiting the use of abbreviations and acronyms in our daily correspondence.


The Maureen Tazzioli Executive Corporation promotes the importance of raising standards to influence positive change. For information on how you can involve Maureen at your next event, please phone: 1.587.408.8445 or email her at:

Maureen.RaisingStandards@gmail.com or visit www.maurentazzioli.com.

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Western Canada Division ... on Facebook!

Have you “liked” us yet? Western Canada Division has created a Facebook Page ... ‘IAAP Western Canada Division’. If you have a Facebook account, find us and like us. 



The Western Canada Division Facebook will be updated regularly with information you will find useful.

Western Canada Division ... on LinkedIn!

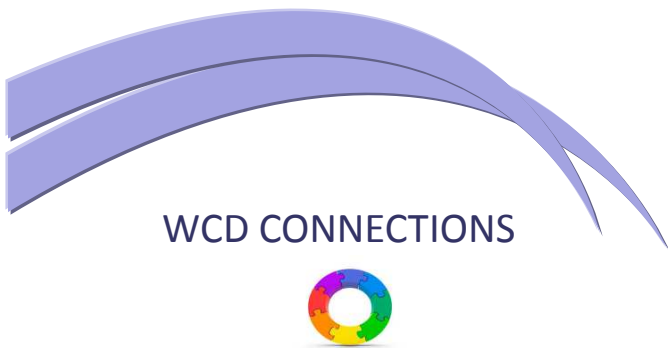


Western Canada Division has a LinkedIn Group ... ‘IAAP Western Canada Division’. If you have a LinkedIn account, search for the IAAP Western Canada Division Group and request to join.

Connect with us on LinkedIn today!

E-Groups ...

- ◆ Just a reminder to check out the e-groups that are available for you to subscribe to from the IAAP Headquarters Website (www.iaap-hq.org).
- ◆ From IAAP HQ homepage select IAAP Members (top right) ... Select EGROUPS ... Now login to see members only content (top right) ... Select ‘Add/Change Subscriptions’ ... Scroll through the list (it is alphabetical) until you locate an e-group that is of interest to you. Now select either ... real time updates, daily digest updates, etc.



WCD CONNECTIONS



WESTERN CANADA NEWSLETTER

- ⇒ To submit articles or to advertise administrative events in your area, contact **Karin Hares, CAP-OM** (khares@shaw.ca).
- ⇒ The deadline for newsletter article submissions is the 1st of each month.