

Time-log template

<b>Time</b>	<b>Day:</b>	<b>Time</b>	<b>Day:</b>
8:30		1:30	
9:00		2:00	
9:30		2:30	
10:00		3:00	
10:30		3:30	
11:00		4:00	
11:30		4:30	
12:00		5:00	
12:30		5:30	
1:00		6:00	

Eisenhower Method template

<p><b>1. Important and Urgent</b> (emergencies, deadlines, problems, crisis, commitments, time-due projects, firefighting)</p> <p><i>'Do It Now'</i></p>	<p><b>2. Important, Not Urgent</b> (self and team development, projects, meetings, recreation, networking, learning, training)</p> <p><i>'Plan It'</i></p>
<p><b>3. Urgent, Not Important</b> (interruptions, some meetings, some email, routine tasks, some calls, false deadlines)</p> <p><i>'Delegate It'</i></p>	<p><b>4. Not Urgent, Not Important</b> (time-wasters, junk mail, trivia, some meetings, some calls, some social media)</p> <p><i>'Bin It'</i></p>

Email ability: template questionnaire

Question	Never	Sometimes	Frequently	Always
I only check email at certain times of the day	1	2	3	4
My email inbox is cluttered	4	3	2	1
I store email messages in folders to read them later	1	2	3	4
I keep emails brief and to the point.	1	2	3	4
I open email as soon as it arrives.	4	3	2	1
I prioritize my email and deal with it using time management.	1	2	3	4
I perform housekeeping on my email files and do backups.	1	2	3	4
I have a 'pending' folder for emails that need a lot of time.	1	2	3	4
I email when I should phone or write.	4	3	2	1
Subject lines on my email are clear and concise.	1	2	3	4
I ignore spelling, grammar and punctuation rules in emails.	4	3	2	1
Wherever possible I concentrate on one subject per message.	1	2	3	4
I respond to emails within 24 hours.	1	2	3	4
I have email spam software on all my devices and computers.	1	2	3	4
I avoid using bcc and cc unnecessarily.	1	2	3	4
I have email signatures on all my devices.	1	2	3	4
I avoid using email for private and confidential matters.	1	2	3	4
I think about the tone in my emails before I send	1	2	3	4

them.					
I respond in anger to emails that upset me.	4	3	2	1	
I always think before I click.	1	2	3	4	
Score					
Total score					

Body language checklist

Non-verbal message	Typical interpretation
E.g. Making direct eye contact	E.g. secure, self-confident, and assertive
Making direct eye contact	
Avoiding eye contact	
Nodding head	
Shaking head	
Scratching the head	
Smiling	
Not smiling	
Folding or crossing arms	
Raising eyebrows	
Narrowing eyes	
Pointing a finger	
Thumbs up	

Biting the lip	

Listening quiz

STATEMENT	Never	Rarely	Sometimes	Often	Always
I finish other people's sentences before they have a chance to.	5	4	3	2	1
I paraphrase what I hear to make sure I have heard it correctly.	1	2	3	4	5
I show that I am engaged by maintaining eye contact, nodding and leaning forward.	1	2	3	4	5
For me, listening is a passive process – I just sit there and try to listen.	5	4	3	2	1
For me, listening is an active process – I ask questions, make comments, etc.	1	2	3	4	5
I remind myself that listening is an opportunity to learn something.	1	2	3	4	5
Generally, I ignore 'body language', as you can learn more by just listening carefully.	5	4	3	2	1
I focus on the speaker's views and not on appearance.	1	2	3	4	5
I daydream while listening to someone express their thoughts or opinions.	5	4	3	2	1
I make myself listen even when the subject fails to interest me.	1	2	3	4	5
Normally, I've already made up my mind what certain types of people are going to say.	5	4	3	2	1
I say things like 'aha' or 'I understand', 'Go on' or nod, to let people know that I'm listening to them.	1	2	3	4	5
I often perform another task while listening to someone speak.	5	4	3	2	1
I try to use both open and closed questions in a discussion.	1	2	3	4	5

If someone mispronounces a word, I correct them.	5	4	3	2	1
Score					
Total score					

## Score interpretation

Score	Comment
15–30	<p>Overall, your listening skills require improvement. You do not appear to have a very long attention span and you are not a very patient listener. In some cultures, your lack of attention could be perceived by the others as disrespect. Make sure that you don't start important conversations when you are preoccupied or in a hurry.</p> <p>Try to use the active listening skills covered in this book. It is impossible to communicate well with others if you don't allow them to talk. Try to make a conscious effort to listen without interrupting; concentrate on what they are saying and how they are saying it. Listening is a skill and, like any skill, requires practice.</p>
31–59	<p>This would indicate that you are OK when it comes to listening skills but you could do better. Try to pay conscious attention to your own body language, your voice, your vocabulary. As you gain understanding of these, try to guess what the others are communicating beyond their words, and check with them whether you are correct.</p> <p>Try to pay attention to both verbal and non-verbal messages, and to verify with the other person when you detect a possible discrepancy between them. Try to develop your active listening skills through practice and feedback.</p>

**60–75**

Well done! You are an active listener. You have the skills required to give people the attention they deserve. You allow others to express themselves. You practise listening without interrupting. Your patience will allow you to generate very good relationships and you should communicate well in most cross-cultural situations.

Don't be complacent – communication is an ongoing endeavour. Keep striving for excellence and don't stop listening.

Team assessment form

Team name or description:		Date:				
STATEMENT	Never	Rarely	Sometimes	Often	Always	
Team members communicate in an open and productive way with one other.	1	2	3	4	5	
In this team people listen to one other.	1	2	3	4	5	
The team sets clear and measurable goals.	1	2	3	4	5	
We are never quite sure where we are going as a team.	5	4	3	2	1	
The team knows how to effectively make decisions.	1	2	3	4	5	
The team uses various 'tools' to make decisions (brainstorming, force-field analysis, etc.).	1	2	3	4	5	
When something goes wrong, team members usually blame one other.	5	4	3	2	1	
We see success as a 'team' rather than as an 'individual' thing.	1	2	3	4	5	
Conflict is avoided at all costs.	5	4	3	2	1	
The team manages conflict effectively.	1	2	3	4	5	
Competition rather than collaboration is the norm.	5	4	3	2	1	
Team members work well together on projects.	1	2	3	4	5	
As a team, we avoid risk.	5	4	3	2	1	
We usually stop and critique how well we are working together.	1	2	3	4	5	
Others describe the team as an effective one.	1	2	3	4	5	
Score						

Total score					

SWOT template

Strengths	Weakness
Opportunities	Threats
CONCLUSIONS	



SMART template

<b>S</b>	<i>Specific</i> Write a specific goal over and against a more general one.  The more clearly you can specify a goal the better (consider: who, what, where, when).	
<b>M</b>	<i>Measurable</i> Use concrete criteria for measuring progress towards the attainment of the goal.  Try to have quantitative and qualitative criteria so you know when the goal is met.	
<b>A</b>	<i>Attainable</i> Set goals that are realistic and attainable (but challenging).  Although goals should stretch you into new areas, they should be realistic.	
<b>R</b>	<i>Relevant</i> Always choose goals that matter – that are worthwhile. Try to connect your goal to a higher-level goal if possible (such as an organizational goal).	

<b>T</b>	<b>Time-bound</b> Ground goals within a timeframe, giving them a clear and specific target date. The 'due date' can create a very useful sense of urgency.	
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'Personal conflict situation' template

<p>Situation: (Describe briefly.)</p>			
<p>Assess your response to the conflict situation:</p>	<p>Is the conflict functional?</p>		
	<p>What are the sources/causes?</p>		
	<p>Do the conditions exist for resolution – opportunity, capacity, willingness?</p>		
	<p>What are the best methods for handling the conflict – informal or formal?</p>		
<p>What resources for</p>			

responding to conflict are available? (See list above.)			
From this list, which is your preferred option?			
What is the preferred option for the other party or parties?			
What is your next step? (Are there any barriers still stopping you from attempting to resolve this?)			

Global awareness quiz

Question	Your answer
<p>What is the capital of Indonesia?</p>	
<p>Which country's flag is this? (The top half is red and the bottom white.)</p> 	
<p>What is the most widely spoken language in the world?</p>	
<p>Which country has the largest number of English speakers?</p>	
<p>In a negotiation meeting in Tokyo you have waited in silence for Hanada-san's response to your offer. The silence becomes very uncomfortable and in frustration you offer a 20-per-cent reduction in price. Hanada-san closes his eyes and makes a deep sucking sound through his teeth. This is followed by more silence. What should you do next?</p>	
<p>In which country are the following cultural norms?</p> <p>Attention should be paid on advance planning, promptness and punctuality. Businesspeople are informal yet direct. Very soon after meeting, they do business on a first-name basis. Business</p>	

cards are exchanged for information,  
without any special ceremony.

Luncheon meetings are common, but  
businesspeople do not usually schedule  
business during the evening or on  
weekends, which are dedicated to family  
and friends.



Emotional Intelligence interview

NAME

1. How would you describe my communication skills?

2. How do I perform as a leader?

3. What is the one thing that I do as a leader that annoys or frustrates you?

4. Can you remember the last time I gave you positive feedback? What did I do well or what could I have improved in this case?

5. How would you rate me on my ability to demonstrate empathy?

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6. What could I do to become a better leader?

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Decision-making quiz

Question	Nev er	Rar ely	Ofte n	Alw ays
I use a formal process in decision making.	1	2	3	4
I rely on my 'gut instincts' when making decisions.	4	3	2	1
I take time to choose a tool for each specific decision.	1	2	3	4
There is a formal structure to my decision making.	1	2	3	4
I 'toss a coin' or use random decision-making processes.	4	3	2	1
I find it easy to generate possible solutions.	1	2	3	4
It is a good idea to involve others in decision making.	1	2	3	4
I am aware of and try to avoid 'groupthink'.	1	2	3	4
I rely on my own experience to find potential solutions.	4	3	2	1
After a decision is made I review and evaluate the process.	1	2	3	4
Score				
Total score				

