

An abstract graphic on the left side of the cover, consisting of white lines and circles on a blue background, resembling a circuit board or a stylized tree structure.

THE TRAUMA GUIDE

YOUR PERFORMANCE PLAYBOOK

DOUG SMITH
PERFORMANCE

“Break through adversity to reach your goal.” – Doug Smith

This guide is not intended to serve as a substitute for professional health care. Any health concern should be referred to a health care professional.

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Accompanied Work - The Trauma Code & The Trauma Course

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LESSON ONE

Introduction

4 Types of Trauma

3 Priorities of the Subconscious Brain

What you will need.....

- Pen
- Paper
- Workbook

“A journey of a thousand miles begins with a single step.” – Lao Tzu

The Power of a Written System & Goals

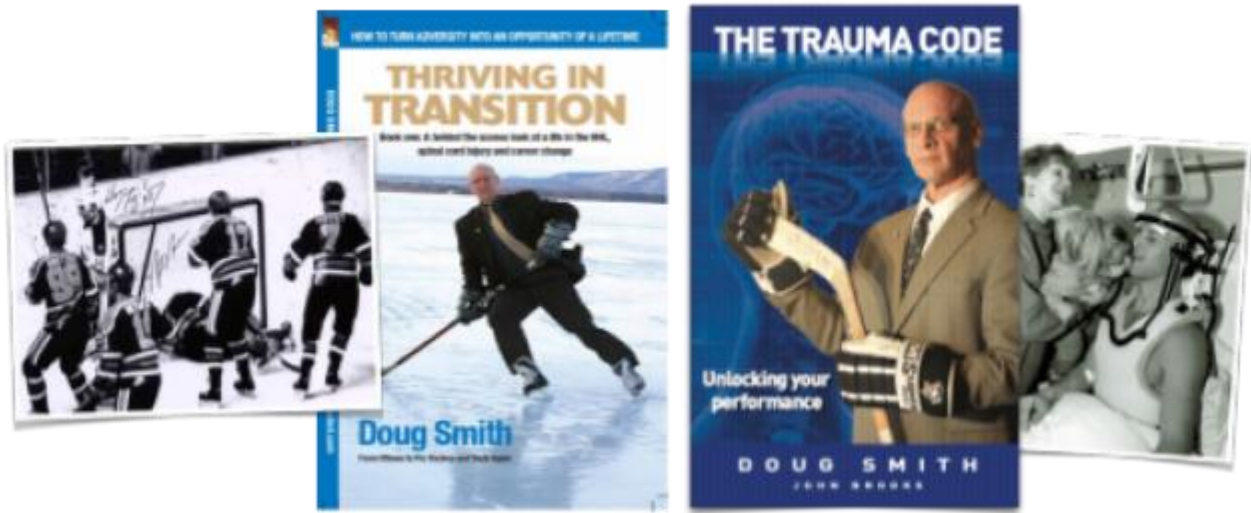


Only 3% of people have a Written System & Goals

Harvard Business Review

Check mark where you fit in on the pyramid.

“To write with a broken pencil is pointless.” - Unknown



Background

Award-winning author of 'The Trauma Code, Unlocking your Performance' & 'Thriving in Transition, How to Turn Adversity into the Opportunity of a Lifetime', Doug is a thought leader on the impact of trauma and change on human performance. Doug teaches that if you learn about and minimize the impact of emotional trauma, you can maximize your level of performance.

Doug's clients are able to use this understanding and messaging for the benefit of their employees, the performance of their organizations, and their own personal well-being.

An elite athlete and avid learner at 16 years, Doug played in the Ontario Hockey League as an "underage" and was the Winner of The OHL's Bobby Smith Award for Outstanding Academic Achievement. At 18 years, Doug was the NHL's 1st round draft choice of the Los Angeles Kings franchise. Chosen 2nd overall, he was the youngest player to have ever played for the LA Kings at that time. Doug played 607 professional games before a broken neck and high-level spinal cord injury ended his career. Doug understands the impact of trauma, the process of trauma recovery, and the rebuilding of personal performance because he has been there.

www.DougSmithPerformance.com

High Performance Self-Assessment

Instructions:

Rate yourself on each of the 8 Behaviours for High Performance. Write the letter “B” (B for Before) along the continuum where you feel you are at now. When you are done, connect the “B’s” together with a line.

SCALE

1 = NOT REALLY

10 = ABSOLUTELY

I have full **AWARENESS** of where I am at and the challenges I face.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

I know my **PURPOSE**.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

I have strong **MOTIVATION** to achieve my purpose.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

I am **FOCUSED** on what I need to do to realize my purpose.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

I have a strong **BELIEF** in myself.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

I **TRUST** others, they **TRUST** me, and I **TRUST** myself.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

I ask for **HELP**.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

I have **EMOTIONAL CONTROL**.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

4 Types of Trauma

Catastrophic Physical Trauma: _____

Catastrophic Emotional Trauma: _____

Cumulative Physical Trauma: _____

Cumulative Emotional Trauma: _____



"A smooth sea never made a skilled Mariner." - English Proverb

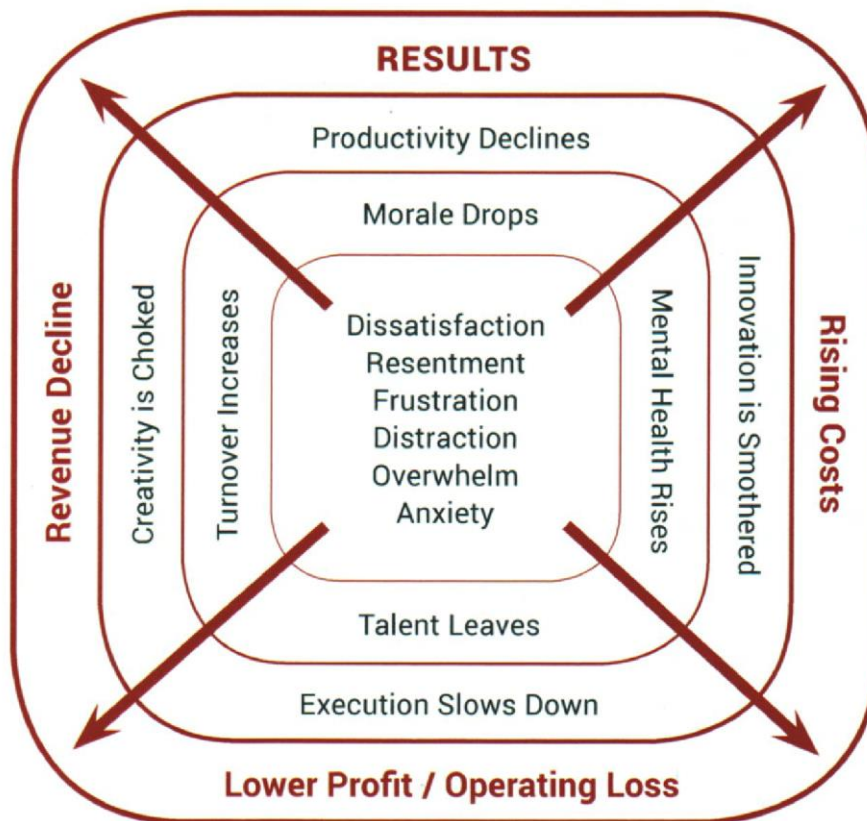
THE BLAST RADIUS OF TRAUMA IN A WORK ENVIRONMENT

We all desire results, whatever those might look like for you: profits, economic growth, or saving the whales.

As Doug Smith noted in his talk, we all experience trauma, and the most insidious of the four types of trauma is CUMULATIVE EMOTIONAL.

This is the root cause of the problem that inhibits your employees from achieving greater results.

Here is what the blast radius looks like:

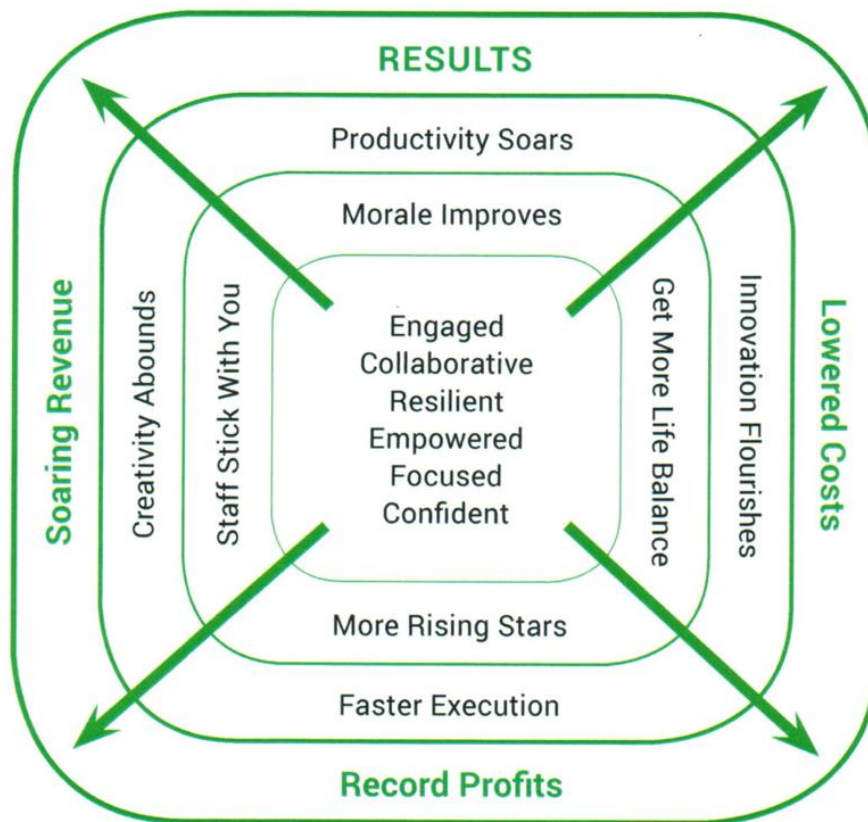


This is the challenge we all face. The only place we have to influence **is the center**. And the mechanism we have to 'control' all our employees is...

THE RIPPLE EFFECT OF A HIGH PERFORMANCE WORK CULTURE

We all get the connection: engaged, collaborative and resilient workforce produces better results.

Here is the ripple effect of what that looks like:



Every one of our actions and every word we say is at the center of the diagram and ripple out across the organization.

The center is the only thing we can influence, everything else is a reaction to that.

3 Priorities of the Subconscious Mind

Your subconscious mind is your 800-pound gorilla. Where does an 800-pound gorilla sit? Anywhere it wants! Without feeding your subconscious mind, you can never reach your performance potential. What does the subconscious mind need?



Basic Needs:

Think Clearly:

Help Others:

“Lasting happiness can be found by thinking and acting in alignment with the priorities of the subconscious brain.” –

Doug Smith



See Doug Smith's TEDx Talk here: https://youtu.be/0Q5_8csOnPk

SYSTEM
FOUR
THREE
EIGHT **4.3.8**

"Trauma will always be with you but trauma does not need to control you." – Doug Smith

LESSON TWO

8 Behaviours for High Performance

- ❖ Awareness
- ❖ Purpose
- ❖ Motivation
- ❖ Focus
- ❖ Belief in Self
- ❖ Trust
- ❖ Asking for Help
- ❖ Emotional Control

“To overcome adversity and achieve your goal, cultivate awareness regarding the actions you need to take and the distractions to avoid.” –

Doug Smith

1. AWARENESS

Change is an indisputable truth. Everything will change. The question is, how will **you** change - by chance, by force, or would you like some say in how you will change? Designing a better future starts with becoming fully aware. Rather than complain about where you are now, try to minimize negative emotion and move above 'the line of indifference' by adopting an entrepreneurial perspective to improving the quality of your life. 'Living above the line' means taking control in a positive manner; understanding what is working, what is not working, and how it can be even better.

$$D \times V + FS > R^2C$$

VICTOR/ENTREPRENEUR <ul style="list-style-type: none"> ▪ O – Ownership ▪ A – Accountability ▪ R – Responsibility 	<div> <div>3</div> <div>VISION</div> <div>What will it look like when it is fixed?</div> </div>	<div> <div>4</div> <div>FIRST STEPS</div> <div>What is needed to fix it?</div> </div>
VICTIM/RESISTANCE TO CHANGE <ul style="list-style-type: none"> ▪ B – Blame ▪ E – Excuses ▪ D – Denial 	<div> <div>2</div> <div>DISSATISFACTION</div> <div>What broke it?</div> </div>	<div> <div>1</div> <div>DISSATISFACTION</div> <div>What is broken?</div> </div>

Step 1:

SWOT

Acknowledge and accept where you are now, what you already have in your favor, and what obstacles you will face as you move forward. Be aware of the things that stand in your way and what you may be doing to hurt your performance.

<p><u>STRENGTHS</u> (internal)</p>	<p><u>WEAKNESSES</u> (internal)</p>
<p><u>OPPORTUNITIES</u> (external)</p>	<p><u>THREATS</u> (external)</p>

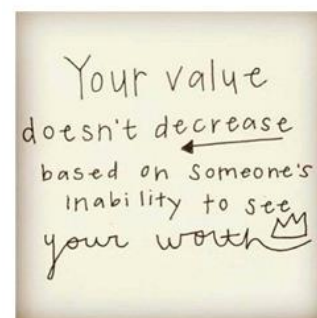
"It's choice, not chance, that determines your destiny" - Jean Nidetch

Step 2:

Values:

To be fully aware, it helps to first identify what is most important in your life. These are your **core values** and they should shape what you are aiming (**purpose**) for.

Values are the operating philosophies or principles that guide your conduct and your relationship with others. When you encounter challenges in your mission to achieve your **purpose**, looking through the lens of your **core values** will help you make decisions that reflect what is most important to you.



120 Common Core Values					
Accountability	Cooperation	Expertise	Ingenuity	Positivity	Strategic
Accuracy	Correctness	Exploration	Inner Harmony	Practicality	Strength
Achievement	Courtesy	Expressiveness	Inquisitiveness	Preparedness	Structure
Adventurousness	Creativity	Fairness	Insightfulness	Professionalism	Success
Altruism	Curiosity	Faith	Intelligence	Prudence	Support
Ambition	Decisiveness	Family-orientedness	Intellectual Status	Quality-orientation	Teamwork
Assertiveness	Democraticness	Fidelity	Intuition	Reliability	Temperance
Balance	Dependability	Fitness	Joy	Resourcefulness	Thankfulness
Being the best	Determination	Fluency	Justice	Restraint	Thoroughness
Belonging	Devoutness	Focus	Leadership	Results-oriented	Thoughtfulness
Boldness	Diligence	Freedom	Legacy	Rigor	Timeliness
Calmness	Discipline	Fun	Love	Security	Tolerance
Carefulness	Discretion	Generosity	Loyalty	Self-actualization	Traditionalism
Challenge	Diversity	Goodness	Making a difference	Self-control	Trustworthiness
Cheerfulness	Dynamism	Grace	Mastery	Selflessness	Truth-seeking
Clear-mindedness	Economy	Growth	Merit	Self-reliance	Understanding
Commitment	Effectiveness	Happiness	Obedience	Sensitivity	Uniqueness
Community	Efficiency	Hard Work	Openness	Serenity	Unity
Compassion	Elegance	Health	Order	Service	Usefulness
Competitiveness	Empathy	Helping Society	Originality	Shrewdness	
Consistency	Enjoyment	Holiness	Patriotism	Simplicity	
Contentment	Enthusiasm	Honesty	Vision	Soundness	
Continuous Improvement	Equality	Honor	Vitality	Speed	
Contribution	Excellence	Humility	Perfection	Spontaneity	
Control	Excitement	Independence	Piety	Stability	

List 10 values with which you most identify:

- | | |
|----------|-----------|
| 1. _____ | 6. _____ |
| 2. _____ | 7. _____ |
| 3. _____ | 8. _____ |
| 4. _____ | 9. _____ |
| 5. _____ | 10. _____ |

Prioritize your top 3 values:

1. _____
2. _____
3. _____

Step 3:

What makes you unique? (distinct talents, skills, abilities, interests, beliefs)

Step 4:

Awareness Summary

Combine your SWOT, values, and uniqueness into one Awareness Statement.

“Everything can be taken from a person but one thing: the last of the human freedoms—to choose one’s attitude in any given set of circumstances, to choose one’s own way.” - Viktor E. Frankl

2. PURPOSE



For thousands of years, people everywhere have pondered their purpose in life. Why do I exist? This is one of the most fundamental questions that we wrestle with, not only during teenage years but in all stages of life.

Part of the challenge is understanding what ‘purpose’ really means. Your purpose reflects what you have to give in relation to what is important in your life. It drives what you do and why you exist. It includes your skills, talents, and beliefs, and it gives you fulfillment and meaning as an individual.

Examples:

“I exist to make a difference in the lives of disadvantaged children.”

“My purpose is to guide my company’s direction by becoming an executive.”

“I exist to help cancer survivors adapt to life after treatment.”

“I will return to my hometown to help my parents age with dignity.”

Exploring your purpose can be an enormously rewarding exercise that can provide you with a sense of direction and increased confidence in an otherwise confusing world. It can help you determine how you can best help others and make a difference, thereby increasing the value that you provide in your own unique way.

“Success is falling nine times and getting up 10.” - Jon Bon Jovi

Purpose – Part 1

What makes you smile? (people, hobbies, activities, projects...)

What do you do for fun?

What are you passionate about?

What activities make you lose track of time?

What do others say you rock at?

What makes you feel great about yourself?

Who inspires you and what do you admire about them?

What do people most ask you for help in?

What are your top 3 values?

If you have suffered through adversity, what skill or attribute gave you strength?

What causes or issues do you feel strongly about or connected with?

What do you want your legacy to be?

How could you use your talents, passions, and values to help/contribute to others?

Go back through your answers and circle the most important words. Write them below and prioritize this list from most to least important.

- | | |
|----------|-----------|
| 1. _____ | 6. _____ |
| 2. _____ | 7. _____ |
| 3. _____ | 8. _____ |
| 4. _____ | 9. _____ |
| 5. _____ | 10. _____ |

Purpose – Part 2

I gain a sense of purpose when I use:

1. My gifts (strengths and uniqueness) are:

2. Re-center yourself and ask, “What am I truly passionate about?”. To serve my passion, I will:

3. In a culture that values:

MY CALLING: Combine your passion with your list into ‘My Purpose Statement’.

I exist to

Purpose – Part 3

How could your purpose apply to your current role at work, home, or elsewhere?

What specific stories or metaphors best represent your purpose?

Are you compelled to share your purpose with others? If not, why?

If you have shared it, how has it felt?

“The key to realizing a dream is to focus not on success but significance, and then even the small steps and little victories along your path will take on greater meaning.” - Oprah Winfrey

3. MOTIVATION



How much would it mean to you to realize and/or fulfill your purpose?

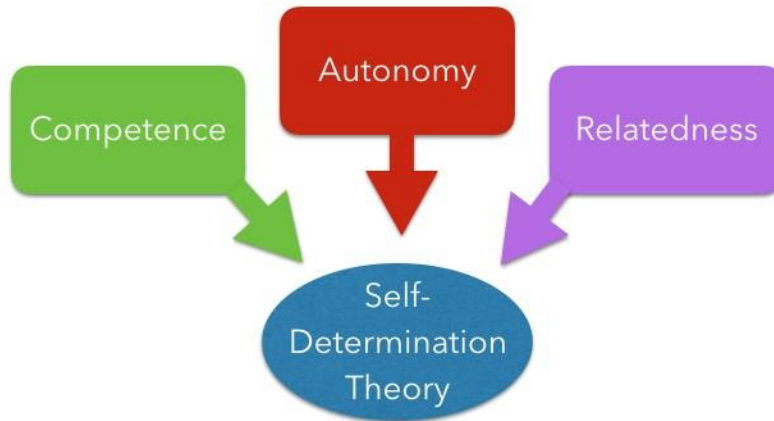
What are some of your external motivators?

What are some of your internal motivators?

How do external motivators differ from internal motivators?

"You miss 100% of the shots you don't take." - Wayne Gretzky

Internal Motivators



Competence

The feeling that you are doing or have mastered doing the right things to achieve your goals. Seek to control the outcome and experience mastery.

Autonomy

The ability to decide what, where, and how you do something. It is a universal urge to be causal agents of one's own life and act in harmony with one's integrated self.

Relatedness

Connection to others and doing something worthwhile. The universal want to interact, be connected to, and experience caring for others.



Design your “CAR”.

Competence: What are you good at?

Autonomy: What can you control?

Relatedness: Who should join you?

How will your life and the lives of others improve if you achieve your purpose?

"The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather a lack in will." - Vincent Lombardi

4. FOCUS



Your Mission is Your Focus

Your Focus is Your Mission

Dissatisfaction Formula

$$\begin{array}{ccccccc} \text{D} & & \times & & \text{V} & & + & & \text{FS} & & > & & \text{R}^2\text{C} \\ \text{DISSATISFACTION} & & & & \text{VISION} & & & & \text{FIRST STEPS} & & & & \text{RESISTANCE TO CHANGE} \end{array}$$

Mission: Your Action Plan

Carefully crafted mission statements serve as your manifesto and clearly state what you will do, how you will do it, when, and with whom.

Mission is different from purpose in that a mission is what you do to achieve your purpose. Your mission is your journey and your purpose is your destination.

Examples:

"I will help disadvantaged children by volunteering at a children's hospital 4 hours per week."

"I will build my leadership skills & network before applying for VP."

"I will raise \$10,000 for cancer before the end of next year by climbing Mt. Kilimanjaro."

"I will relocate to Calgary by the end of March to a house near my Parents."

Create your personal mission.

State what you will do and how, when, and with whom you will do it.

Create your “manifesto”.

Synthesize your mission into your personal manifesto.

I will

First Steps

What will you do tomorrow?

What will you do next week?

"Everyone can rise above their circumstances and achieve success if they are dedicated to and passionate about what they do" - Nelson Mandela

5. BELIEF IN SELF

Acknowledgement of your strengths, uniqueness, and values, and that your behaviors are aligned with your values.

Include observations from other people. Refer to your SWOT Assessment.

Strengths:

Opportunities:

Uniqueness:

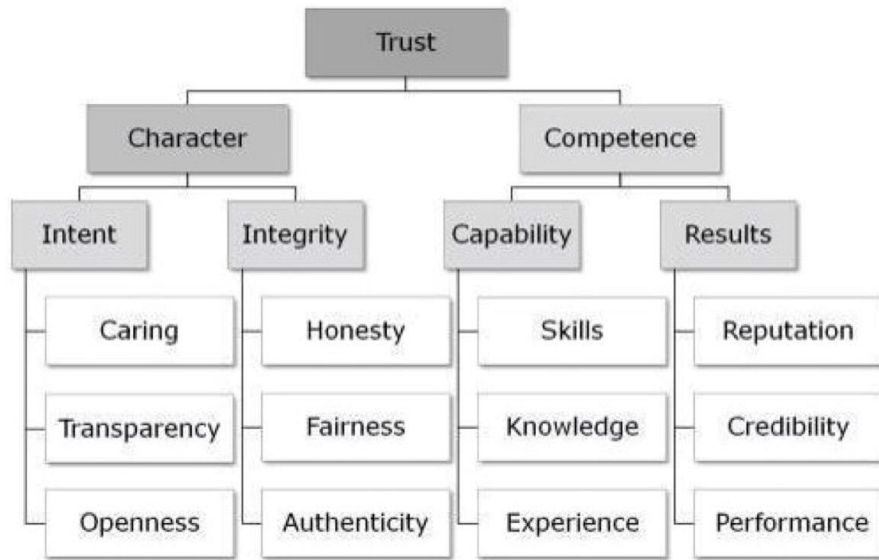
Values:

How does this make you feel about yourself?

"All that we are is a result of what we have thought" – Buddha

6. TRUST

When we trust others, it becomes easy to internalize their belief in us. The same can be said about when they trust us. However, trust is a complex concept that requires some investigation to ensure that we are doing everything in our control to grow it.



Circle areas you want to focus on. Start with simple changes that do not take much time. Advance incrementally and soar.

Who do you most need to trust and what can you do to foster it?

Who most needs to trust you and what can you do to earn it?

"The mark of a great man is one who knows when to set aside the important things in order to accomplish the vital ones." - Brandon Sanderson

7. ASKING FOR HELP

Nothing great was ever achieved alone. When aiming for personal high performance, you will need others to help you in many ways. Gaining support is called influence, and you can plan who and how to influence others without manipulation.



In this first exercise, you will identify who you need to influence and rate your level of influence with each person. In the second exercise, you will plan how to strengthen those bridges and ask for what you want and/or need.

Asking for Help - Influence Planner

Who will you ask for help?

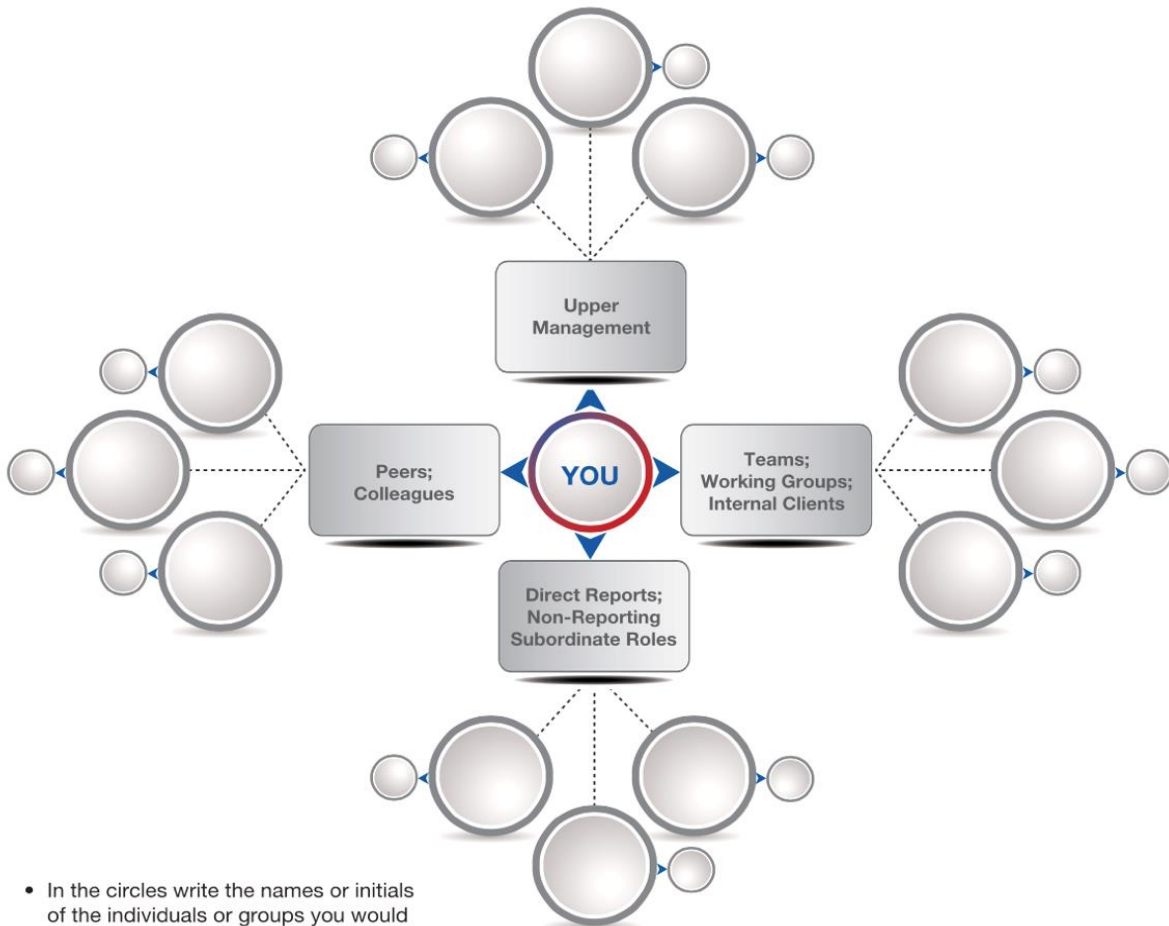
For what will you ask help?

What outcomes do you want from the conversation?

What assumptions are you making about them or their situation?

What challenges or obstacles do you foresee in achieving your request?

Asking for Help



- In the circles write the names or initials of the individuals or groups you would like to influence. Add more circles if you need them. Consider all the directions that apply to you.
- Rate the state of the relationship from 1 to 10
Low numbers = difficult relationship (or no relationship)
High numbers = excellent relationship

“Asking for help is not a sign of weakness. Asking for help is a sign of strength” – Doug Smith

Asking for Help - Conversation Planner

Building Relationships: Work towards trust, rapport, and a willingness to work together. Position yourself as an ally. Listen. Do not judge. Be empathetic. Make him/her feel valued. Emphasize similarities. Invest time. Be friendly.

Find Common Ground: Explore aligning your agenda with his/her “currency”. Be transparent. Seek to understand. Be curious. Ask about his/her concerns. Understand what is important to him/her. Discover how your needs intersect with his/hers.

Make Your Case: Present clear, credible, persuasive ideas. Provide evidence with facts. Show credibility including social examples. Tell a story. Make it memorable.

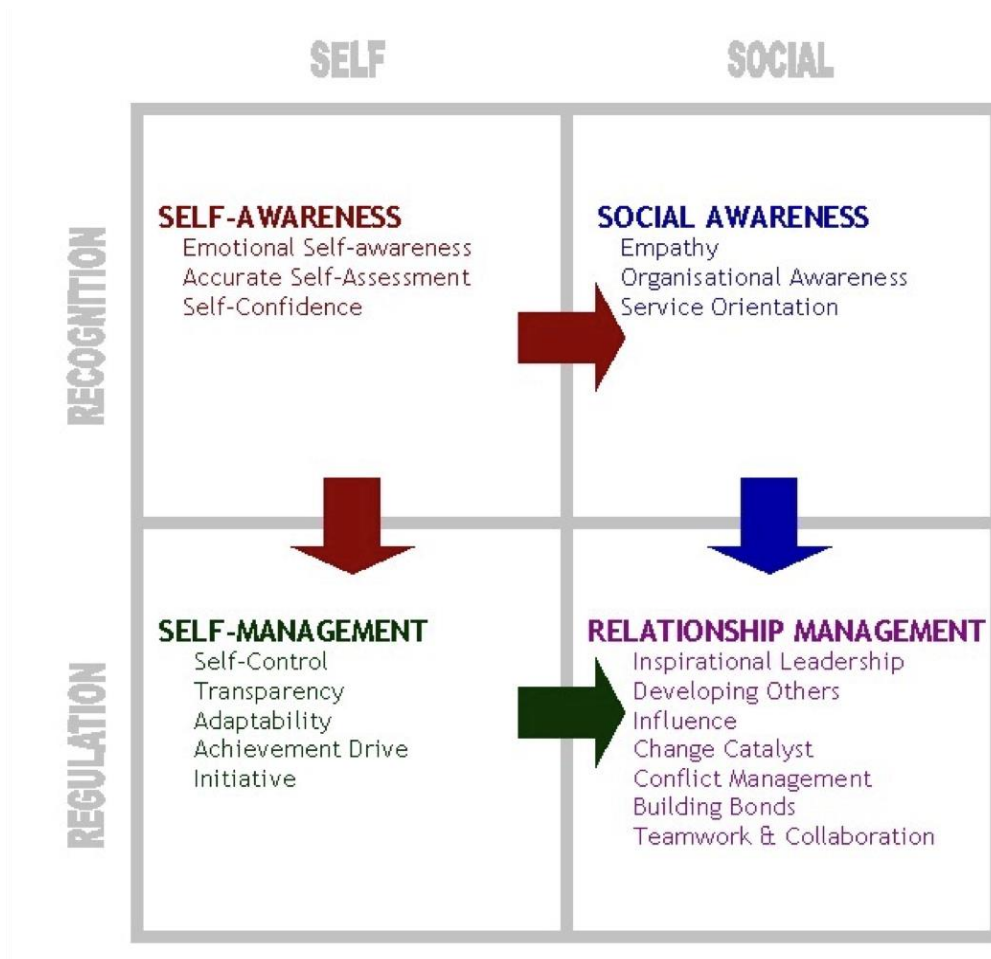
Highlight Incentives: Describe the value for action. Explain consequences for inaction. Encourage reciprocity. Detail limits/scarcity.

Seek Commitment: Make a request. Ask for agreement. Set short-term objectives and long-term goals. Summarize. Assess willingness. Follow-up.

"It is in the shelter of others that people live" - Irish Proverb

8. EMOTIONAL CONTROL

Emotional intelligence (EQ) has been described as being even more important to achieving success than mental intelligence (IQ). Emotional intelligence is your self-awareness, self-management (or regulation), social awareness, and relationship management. This was best described by Daniel Goleman in his book Emotional Intelligence and is beautifully illustrated by this diagram.



It is well recognized that the most effective method for cultivating emotional intelligence is mindful meditation. Mindful meditation is a simple, non-cultural and non-spiritual exercise to improve our ability to focus, pay attention to our internal thoughts, emotions, and physical reactions, and therefore respond rather than react.

"In competitive hockey, I was taught that losing emotional control was OK. I was given minutes in the penalty box for doing something to someone that you would get 15 years in jail for." – Doug Smith

E.I. Self Assessment

	Never	Rarely	Sometimes	Often	Always
1. I can identify my emotions as I experience them	1	2	3	4	5
2. I control my temper when I feel frustrated	1	2	3	4	5
3. People have told me that I am a good listener	1	2	3	4	5
4. I can calm myself down when I feel anxious	1	2	3	4	5
5. I enjoy organizing groups	1	2	3	4	5
6. I find it easy to focus on something over the long term	1	2	3	4	5
7. I find it easy to move on when I feel frustrated/unhappy	1	2	3	4	5
8. I know my strengths and weaknesses	1	2	3	4	5
9. I enjoy my work	1	2	3	4	5
10. I ask for feedback on what I do well & can improve	1	2	3	4	5
11. I set long-term goals and review my progress regularly	1	2	3	4	5
12. I find it easy to read other people's emotions	1	2	3	4	5
13. I build relationships with others easily	1	2	3	4	5
14. I listen with intention when people speak to me	1	2	3	4	5



Scoring Your E.I. Self Assessment

Add up all the numbers: a 1 is 1 point, a 2 is 2 points, a 3 is 3 points, etc.

- 15-34 You need to work on your E.I. You may feel overwhelmed by your emotions, especially in stressful situations, or, you may avoid conflict because you might find it distressing. You may find it hard to calm down after being upset and you may struggle to build strong relationships.
- 35-55 Your E.I. is... OK. You likely have good relationships with some colleagues but others may be difficult to work with. You have a great opportunity to improve your working relationships significantly.
- 56-75 You are an Emotionally Intelligent person! You have great relationships and likely find others approach you for advice. Emotionally Intelligent people often have great leadership skills. Realize this potential by seeking opportunities to improve even further.

Mindfulness: A Practice to Cultivate Emotional Intelligence

Without
Mindfulness



With
Mindfulness



“Between stimulus and response there is a space. In that space lies our freedom and power to choose our response. In our response lies our growth and freedom.” - Viktor Frankl

Contemplative Neuroscience Research



stronger neural pathways in the prefrontal cortex, fewer amygdala hijacks (cortisol), increased grey matter in left hippocampus, controlled heart/respiration, reduced anxiety and depression, fewer eating disorders, improved memory

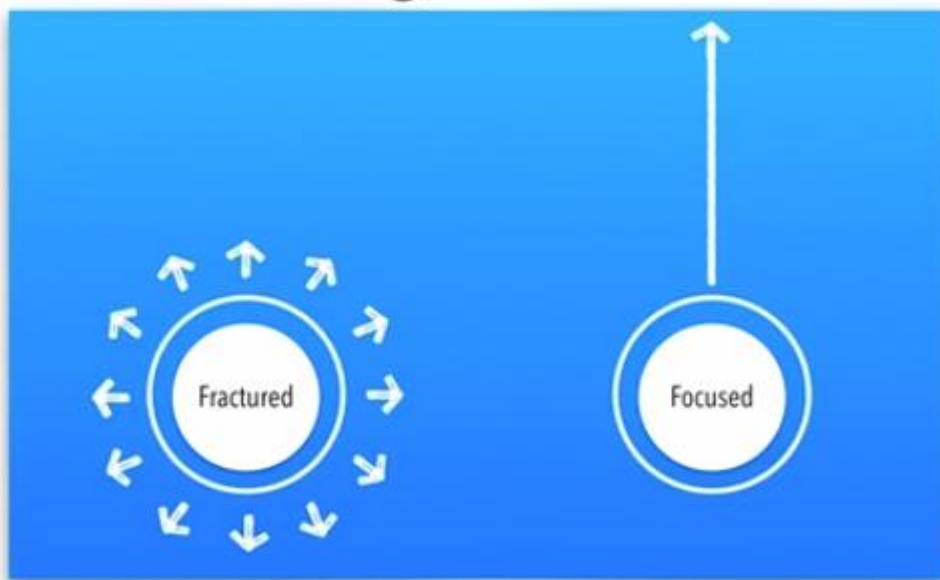
US National Laboratory of Medicine: <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3004979/>

Workplace Performance Improvement



"We are what we repeatedly do. Excellence, then, is not an act but a habit." - Aristotle

Multi-Tasking doesn't work...



"Mindfulness is awareness that arises through paying attention, on purpose, in the present moment, non-judgmentally." - Jon Kabat-Zinn

WHY PRACTICE MINDFULNESS & SYSTEM 438?

Personal Benefits

increased focus, greater self awareness,
less anxiety, more confidence, improved
control, better relationships, more
empathy, increased happiness

Leadership Benefits

less stressed, more accepting,
more focused, less distracted,
better attention to staff,
more fair, greater compassion,
less judgemental

Business Benefits

cooperation, fewer silos, less stress, sharper
focus, higher productivity, improved customer
service, higher quality, less absenteeism,
reduced theft, more ethical behaviour, lower
health premiums

Society Benefits

better relationships, fewer addictions,
stronger communities, reduced crime,
less road rage, increased
environmental consciousness



In 2018
"Stress costs over
\$ 300 Billion"



Dan Gilbert's Happiness Study



Smartphone App randomly asks:

- What are you doing?
- How are you feeling?
- Where was your attention just now?

What predicts Happiness:

- ☐ What people were doing
- ☒ Attention to present moment

Principles of Mindfulness:

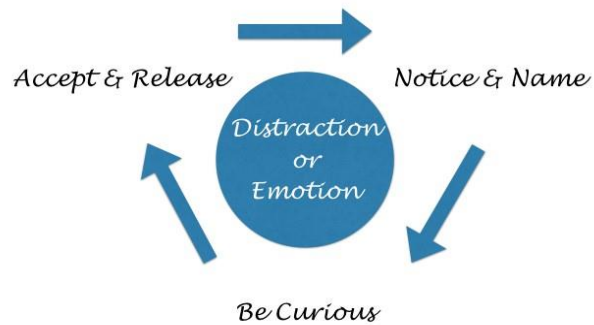
- ❖ Emotional Skills are Trainable
- ❖ Start With Attention Training
- ❖ Emotional are in the Brain & Body

Purposes of Mindfulness:

- ❖ Emotional Awareness
- ❖ Intuition Alignment



Focus on your breath*
Don't try to change it



Practice
10 to 20 min every day



Everyday Mindfulness

1. Body Scan: Pause, notice tension, thoughts & emotions
2. Mindful Daily Activities: walking, sitting at desk, eating lunch
3. Recover from distractions: centering yourself
4. Emotional stabilization: breathe before sending that email



"There are over 600 scientific studies at 250 universities validating the health benefits of meditation." - The Maharishi Foundation

The Mindful Pause



Notice & intentionally guide your attention back to your breath

The Mindful Pause

Where is your attention? Are you pondering past events? Doing too much of this can lead to regret and depression. Are your thoughts constantly on what is coming? Obsessing over how events will turn out can lead to anxiety.

Notice and intentionally guide your attention back to your breath then slowly expand your field of awareness to include what is happening at this moment around you.

S.T.O.P

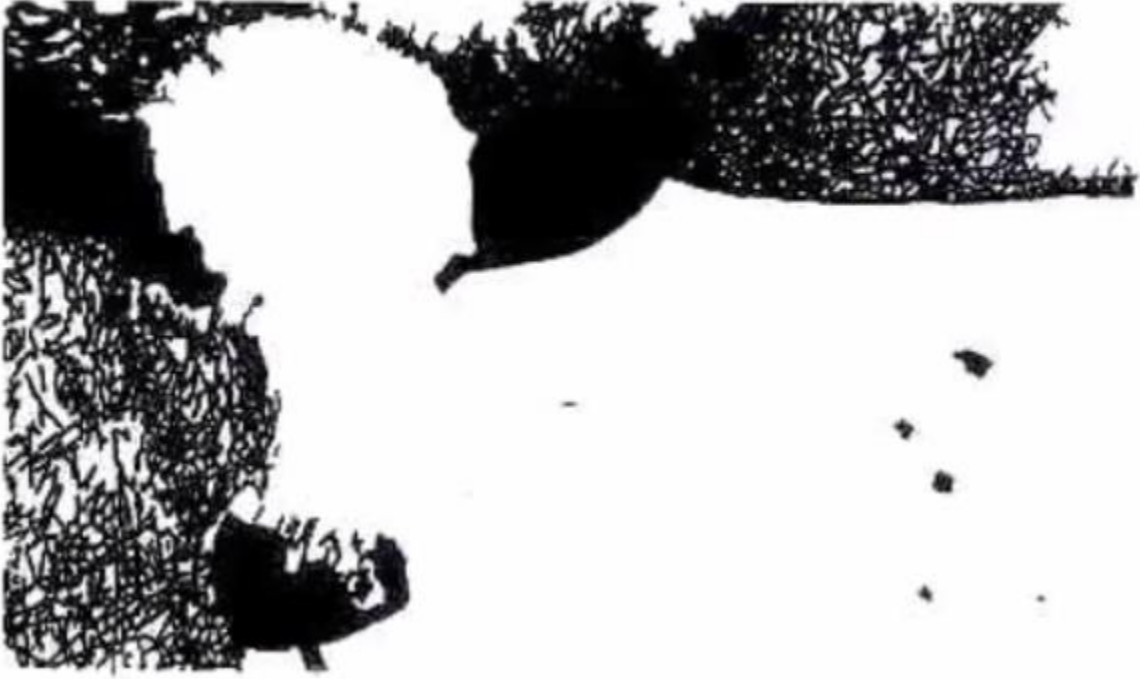
-  **Stop**
-  **Take Breaths**
-  **Observe the facts**
-  **Proceed by choosing an appropriate response, not by reacting**

Record



"Do not dwell in the past, do not dream of the future, concentrate the mind on the present moment." - Buddha

What Do You See?



"Life is like riding a bicycle. To keep your balance, you must keep moving." -Albert Einstein

Content Review

4 Types of Trauma

- Catastrophic Physical Trauma
- Catastrophic Emotional Trauma
- Cumulative Physical Trauma
- Cumulative Emotional Trauma

3 Priorities of the Subconscious Brain

- Basic Needs
- Think Clearly
- Help Others

8 Behaviours for High Performance

- Awareness
- Purpose
- Motivation
- Focus
- Belief
- Trust
- Asking for Help
- Emotional Control

Self-Assessment - Revisited

Turn back to Page 5 of your Playbook and rate yourself again on the 8 scales. This time plot the letter "A" (A for After) along the continuum to show where you rate yourself on each item.

When you are finished, connect the A's to show your progress.

Remember, this is a life-long process so enjoy your journey!

"Do or do not. There is no try" - Yoda

WORKSHOP ASSESSMENT

Help us to help others by letting us know what worked well and where you can see us doing an even better job.

Instructor: _____ **Date:** _____

Please circle a number to indicate your impressions of the items listed below.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

- | | | | | | |
|---|---|---|---|---|---|
| 1. The training met my expectations. | 1 | 2 | 3 | 4 | 5 |
| 2. I will be able to apply the knowledge learned. | 1 | 2 | 3 | 4 | 5 |
| 3. Training objectives were identified/followed. | 1 | 2 | 3 | 4 | 5 |
| 4. Content was organized and easy to follow. | 1 | 2 | 3 | 4 | 5 |
| 5. The material was pertinent and useful. | 1 | 2 | 3 | 4 | 5 |
| 6. The Trainer was knowledgeable. | 1 | 2 | 3 | 4 | 5 |
| 7. The quality of instruction was good. | 1 | 2 | 3 | 4 | 5 |
| 8. The Trainer met the training objectives. | 1 | 2 | 3 | 4 | 5 |
| 9. Participation and interaction were encouraged | 1 | 2 | 3 | 4 | 5 |
| 10. Adequate time was provided for discussion. | 1 | 2 | 3 | 4 | 5 |
| 11. How would you rate the training overall? | 1 | 2 | 3 | 4 | 5 |
| 12. What is your primary reason for attending? | | | | | |

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**If you would like to speak with me, please call or write:
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(613) 294-3766**

Thank you and have a great day!

**DOUG SMITH
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