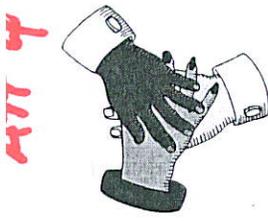


# Leadership Competency Development Guide

## Competency Cluster: Fostering a Team Environment

### Competency: Communication



**Definition:** Ability to listen to others and communicates in an effective manner. The ability to communicate ideas, thoughts, and facts in writing. The ability/skill in using correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing.

**Behavioral Indicators:**

- Gives feedback and is receptive to feedback received
- Knows that listening is essential
- Keeps others informed and ensures that feedback that is received is passed to others appropriately
- Uses a variety of methods to ensure information is conveyed
- Ensures error-free communications
- Expresses clear and concise ideas
- Organizes written ideas
- Uses graphics and other aids to clarify ideas

**Developmental Activities**

**Practicing this Competency**

- Review basic principles of listening, giving and receiving feedback
- Practice giving and receiving feedback to staff
- Practice summarizing conversations at meetings
- Brief staff on meetings/conferences you attend
- Outline ideas before writing reports
- Use more graphics to clarify ideas
- Coach others on using graphics
- Ask for challenging assignments that involve oral or written communications
- Read books, watch videos, take classes, watch webinars, or talk to experts on communication. (See below)

**Learning from Others**

- Ask for feedback from your manager/staff/peers on your oral and written skills
- Ask a mentor for feedback on a presentation
- Shadow a skilled communicator for a day
- Find and study examples of well written letters, documents, policies
- Ask others to evaluate your meetings or presentations
- Observe leaders known for their ability to communicate effectively

**Sample Developmental Goals**

- By October, I will give a presentation on Budget Change Proposals, asking Bud Smith to mentor me on development of ideas, graphics, and delivery.
- During the first week of November, I will ask questions rather than always giving information at meetings.
- In December, I will attend a class on Effective Writing Skills.
- I will set aside time each week/month to meet individually with staff to discuss their ideas.
- At the next staff meeting, I will have the team develop ground rules for effective meetings that we will use in all future meetings.



# Leadership Competency Development Guide

## Competency: Communication

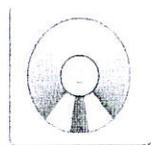
### Leadership Competency Development Resources Index



Definition, Behavioral Indicators,  
Developmental Activities



Books and Academic Journals  
on-line and available for checkout



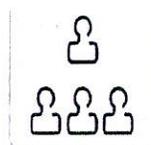
Videos and Podcasts  
on-line and available for checkout



Courses  
on-line and for a fee



Webinars



Check out an Expert  
from the Living Library



Other Resources



## Books and Academic Journals On-Line and Available for Checkout



### California State Library Books

#### Books Available for Checkout on Communication

Oral Communication

Written Communication

### California State Library Academic Journals and Articles

Journal of Business Communication

Business Communication Quarterly

### Google Books

Now you can search Google to browse 7 million books. Clicking on a result will take you to the relevant page in the book, where you can browse a few more pages and learn where to borrow or buy it.

Written Communication

Oral Communication

### Google Scholar

Google Scholar provides a simple way to broadly search for scholarly literature. From one place, you can search across many disciplines and sources: articles, theses, books, abstracts and court opinions, from academic publishers, professional societies, online repositories, universities and other web sites.

Written Communication

Oral Communication

### Safari On-Line Books

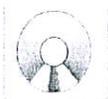
Safari On-Line Books on Communication

Trouble accessing Safari?

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## Videos and Podcasts



### Videos Available for Checkout at the California State Library

#### Videos Available for Check out on Communication

Oral Communication

Written Communication

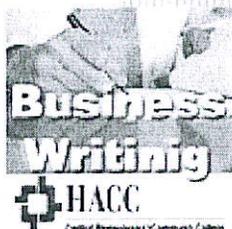
Video Recordings on Communication

### Videos on YouTube

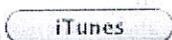
Effective Communication

### iTunes University Free Downloads

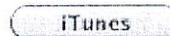
**Beyond Words: Communicate with Actions and Attitude** — Does your communication style rely solely on what you say? Learn how to use actions and attitudes to communicate more effectively.



ENGL 106: Written Business  
Communication - Gray



English as a Second Language  
Podcast  
Center for Educational Development



Genre: Language Courses  
© Copyright Center for Educational  
Development 2005



## Resource Links



### Oral Communication

#### 7 Tactful Communication Strategies

#### Improving your Communication Skills

This website offers a great selection of articles to help develop communication skills and become a successful and an effective communicator.

### Effective Presentations

#### Preparing for a Presentation

##### Presentation Outline

##### Planning an Effective Presentation

##### Writing a Presentation- Quick Tips

##### Rehearsing Your Speech

##### Handling Fear

##### Speaker Evaluation

#### Checklists for Presentations

##### Presentation Checklist

##### Room and Supplies Checklist

##### Selecting Speakers Checklist

#### Presenting Data- Charts, graphs, and tables

##### Charts, Graphs and Table Examples

#### Public Speaking

##### Do's and Don'ts Guide

##### Toastmasters International

Toastmasters International is a club that develops public speaking and leadership skills through practice and feedback. This club helps individuals become competent and comfortable in front of an audience.

## Written Communication

### Getting your Message Across Clearly

This website explains how to improve writing skills and miss common mistakes, so you can communicate effectively with your manager, coworkers, and clients.

### Plain language on the Web

[PlainLanguage.gov -the Federal Government's plain language website](#)

[Uselt.com -writing for the Web](#)

[Easy-to-Read NYC -New York City's guidelines for clear and effective communication -PDF](#)

[Silva Rhetoricae -an online guide to the art of rhetoric](#)

### Grammar

[Department of Personnel Administration's \(DPA\) Plain Language Style Guide](#) - Please check with your department to see if they have their own style guide.



# Communication Books Available for Checkout

## California State Library

Book Title	Author	Publisher	Year	Call Number
The four styles /	Alessandra, Anthony J.	[Irvine, Calif.] : Learning Communications, c2007.	2008	HF5718 .F687 2007
Move the world : persuade your audience, change minds, and achieve your goals /	Brenner, Dean M.	Hoboken, N.J. : John Wiley & Sons, c2007.	2007	HF5718 .B73 2007
What managers say, what employees hear : connecting with your front line (so they'll connect with	Maruca, Regina Fazio.	Westport, Conn. : Praeger Publishers, 2006.	2006	HD6971 .W46 2006
Blogging for business : everything you need to know and why you should care /	Holtz, Shel.	Chicago, IL : Kaplan Pub., c2006.	2006	TK5105.8884 .H65 2006
The listening leader : powerful new strategies for becoming an influential communicator /	Harris, Richard M.,	Westport, Conn. : Praeger Publishers, 2006.	2006	HD30.3 .H3718 2006
Bridging the culture gap : a practical guide to international business communication /	Carté, Penny.	London ; Sterling, VA : Kogan Page, c2004.	2004	HF5389 .C36 2004
Mastering communication through technology /	Milrod, Eve.	Woodmere, N.Y. : Career Advancement Center, c2001.	2001	HD30.2 .M546 2001 04/19/02 CT
How the way we talk can change the way we work : seven languages for transformation /	Kegan, Robert.	San Francisco, CA : Jossey-Bass, c2001.	2001	BF637.C45 K44 2001
How to say it online : everything you need to know to master the new language of cyberspace /	Baker, Kim,	Paramus, N.J. : Prentice Hall Press, c2001.	2001	HF5718 .B346 2001 04/23/02 CT
Leading at the edge : leadership lessons from the extraordinary saga of Shackleton's Antarctic expedition /	Perkins, Dennis N. T.,	New York : Amacom, c2000.	2000	HD57.7 .P46 2000
Employee communication during mergers /	Ainspan, Nathan D.	New York, NY : Conference Board, c2000.	2000	HF5549.5.C6 A36 2000 10/19/00 CT
The executive's lifetime library of model speeches for every situation /	Shelby, Roger.	Armonk, N.Y. : Sharpe Professional, c1999.	1999	PN6122 .S58 1999 07/21/99 CT
Communicating the future /	Lucenko, Kristina.	New York, NY : Conference Board, c1999.	1999	HD59 .L834 1999 08/05/99 CT
How to say it at work : putting yourself across with power words, phrases, body language, and communications technology guide for business /	Griffin, Jack.	Paramus, NJ : Prentice Hall, c1998.	1998	HF5718 .G748 1998 11/09/99 CT
	Downey, Richard.	Boston : Artech House, c1998.	1998	HF5541.T4 D68 1998 03/31/98 CT

[Back to Books and Academic Journals](#)

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Book Title	Author	Publisher	Year	Call Number
Communication for workers [microform] : an activity-based teaching guide /	Chase, Laura.	Rutland, Vt. : Vermont Adult Learning ; [Washington, DC] : U.S. Dept. of Education, Office o	1997	ED 1.310/2:426181
Communicating corporate performance : a delicate balance /	Brancato, Carolyn Kay.	New York, NY : Conference Board, c1997.	1997	HD56.25 .B73 1997 08/08/97 CT
Write on! : business writing basics /	Watson, Jane,	North Vancouver, B.C. : Self-Counsel Press, 1996.	1996	HF5718.3 .W37 1996 01/23/98 CT
Business communication quarterly : a publication of the Association for Business Communication.		New York, NY : The Association, [1995-	1995	4 03/01/00 CT
Hook, spin, buzz : how to command attention, change minds & influence people /	Soden, Garrett.	Princeton, N.J. : Peterson's/Pacesetter Books, c1995.	1995	HF5718 .S636 1995 11/27/95 CTZ
A woman's guide to the language of success : communicating with confidence and power /	Mindell, Phyllis.	Englewood Cliffs, NJ : Prentice Hall, 1995.	1995	HF5718 .M553 1995 01/03/96 CTZ
Effective listening skills /	Kratz, Dennis M.,	Chicago : Irwin Professional Pub., c1995.	1995	HF5718 .K72 1995
Communicating effectively in a business setting [microform] /	Burt, Lorna.	Trenton, NJ : Mercer County Community College, Division of Corporate and Community Programs ;	1995	ED 1.310/2:388785
Talking from 9 to 5 : how women's and men's conversational styles affect who gets heard, who gets	Tannen, Deborah.	New York : W. Morrow, c1994.	1994	HF5718 .T36 1994 10/26/95 CTZ
Kiss, bow, or shake hands : how to do business in sixty countries /	Morrison, Terri.	Holbrook, Mass. : B. Adams, c1994.	1994	HF5389 .M67 1994 06/25/02 CT
Business in Mexico : managerial behavior, protocol, and etiquette /	McKinniss, Candace Bancroft.	New York : Haworth Press, c1994.	1994	HF5389 .M38 1994 12/22/95 T 10/26/95 CTZ
Business Mexico : a practical guide to understanding Mexican business culture /	Kenna, Peggy.	Lincolnwood, Ill., USA : Passport Books, c1994.	1994	HF5389 .K457 1994 01/31/96 CTZ
Business Japan : a practical guide to understanding Japanese business culture /	Kenna, Peggy.	Lincolnwood, Ill., USA : Passport Books, c1994.	1994	HF5389 .K455 1994 01/31/96 CTZ
Energizing performance with communications : a conference report.	Garone, Stephen J.	New York, NY : Conference Board, c1994.	1994	HD30 .E54 1994 01/05/95 CTZ
14 reasons corporate speeches don't get the job done /	Woodall, Marian K.,	Lake Oswego, Or. : Professional Business Communications, c1993.	1993	HF5718 .W66 1993 05/06/94 CTZ



Book Title	Author	Publisher	Year	Call Number
Corporate strategies for effective communications /	Brothers, Theresa.	New York, N.Y. : The Conference Board, c1992.	1992	HF5718 .C67 1992 07/15/92 T 06/18/92 CTZ
Strategies for success : an administrator's guide to writing /	Yerkes, Diane.	Reston, Va. : National Association of Secondary School Principals, c1991.	1991	HF5726 .Y47 1991 08/24/92 CTZ
Fundamentals of business communication /	Henson, Carol.	Cincinnati : South-Western Pub. Co., c1990.	1990	HF5718.3 .H46 1990 01/23/90 CTZ
Effective communication in business /	Wolf, Morris Philip.	Cincinnati : South-Western Pub. Co., c1989.	1989	HF5718 .W64 1989 02/07/90 CTZ
The little black book of business meetings /	Thomsett, Michael C.	New York : American Management Association, c1989.	1989	HF5734.5 .T48 1989 02/07/90 CTZ
Business communication : a strategic approach /	Stallard, John J.	Homewood, Ill. : Irwin, 1989.	1989	HF5718 .S68 1989 01/24/90 CTZ
Smart talk : the art of savvy business conversation /	Roesch, Roberta.	New York : AMACOM, c1989.	1989	HF5718 .R64 1989 11/13/92 T 02/07/90 CTZ

## Oral Communication

Book Title	Author	Publisher	Year	Call Number
7 Steps to Fearless Speaking	Wilder, Lilyan	John Wiley & Sons	1999	PN4121.W3865 1999
Coaching and Feedback for Performance	Duke Corporate Education and Sheppard, Blair.	Dearborne Trade	2006	HF5549.5.C53C6 3 2006
Effective Listening Skills	M. Kratz, Dennis and Kratz, Abby Robinson	Professional Pub	1995	HF5718.K72 1995
Making Successful Presentations: A Self-Teaching Guide	Smith, Terry	Wiley & Sons	1984	HF5718.S63 1991
The Art of Giving and Receiving Feedback	Poertner, Shirley and Miller, Karen Massetti	Coastal Training Technologies Corporations	1996	HD30.3.P63 1996
The How of WOW: A Guide To Giving A Speech That Will Positively Blow 'Em Away	Carlson, Tony	American Management Association	2005	PN4193.B8C37 2005



Book Title	Author	Publisher	Year	Call Number
The Listening Leader: Powerful New Strategies For Becoming An Influential Communicator	Harris, Richard M.	Praeger Publishers	2006	HD30.3.H3718 2006
The Power of a Positive No: How to say No and still get to Yes	Ury, William	Bantam Books	2007	BF637.N4U795 2007
Turning To One Another: Simple Conversations To Restore Hope To The Future	Wheatley, Margaret J.	Berrett-Koehler Publishers	2002	BD435.W465 2002
Unspeak: How Words Become Weapons, How Weapons Become A Message, And How That Message Becomes Reality	Poole, Steven	Grove	2006	P119.3.P658 2006
What Managers Say, What Employees Hear: Connecting With Your Front Line (So They'll Connect With Customers)	Maruca, Regina Fazio	Praeger Publishers	2006	HD6971.W46 2006

## Written Communication

Book Title	Author	Publisher	Year	Call Number
135 Tips for successful business documents	Lindsell-Roberts, Sheryl	Houghton Mifflin Co	2006	HF5726.L57 2006
The Gregg Reference Manual: A Manual on style, grammar, usage, and formatting	Sabin, William A.	McGraw-Hill	2005	PE1479.B87S23 2005
Make Yourself Clear!: Morris on Business Communication	Morris, John..	McGraw-Hill	1972	HF 5718 M66
The Presenter's EZ Graphics Kit: A Step by Step Guide for the Artistically Challenged to Creating Original and Effective Lettering, Borders, Visuals, and Images for Flip Charts, Overheads, and Presentation Software	Backer, Lori and Deck, Michele	Stylus Pub.	2003	HF5718.22.B32 2003
Scrolling Forward: Making Sense of Documents in the Digital Age	Levy, David M.	Arcade Publishing	2001	P214.L48 2001
The write approach: techniques for effective business writing	Stockhard, Olivia	Academic Press	1999	HF5718.3.S764 1999
Write Right!: A desktop digest of punctuation, grammar, and style	Venolia, Jan	Ten Speed Press	2001	PE1112.V4 2001





## Communication Videos Available for Checkout

California State Library

### Oral Communication

Video Title	Description	Format/Length	Year	Call Number
<b>Body Language: An Introduction to Non-Verbal Communication</b>	Teaches how gestures, posture, eye movements and control of personal space are important means of communication.	VHS/25 minutes	1993	BF637 N66 B63 1993
<b>Communicating Non-Defensively: Don't Take It Personally</b>	Uses a series of vignettes to illustrate common examples of defensive behavior. Shows steps to ease this behavior with the viewpoint of enhancing relationships with both subordinates and superiors.	VHS/31 minutes	1994	HF 5549.5 C6 C661994
<b>Communication: The Nonverbal Agenda</b>	Presents an overview of the field of nonverbal communication: tone of voice, posture, facial expression, gestures, use of space, eye contact, and body movement. Uses examples from business situations to show how nonverbal actions contribute to conversation.	VHS/21 minutes	1988	HF5549.5 C6 C66 1988
<b>Communication Nightmares</b>	Covers communicating with coworkers, with maintaining conversations with someone who is defensive, a poor listener, or a discussion dominator. Shows specific examples of how to handle these personality traits, and how to turn that challenging situation into an effective conversation.	VHS/26 minutes	2000	HF 5549.5 C6 C658 2000
<b>Ten Commandments of Communicating with People with Disabilities</b>	A video demonstrating the proper way to communicate with people with disabilities.	VHS/26 minutes	2007, 1994	BTBL HV1553 T46 1994
<b>You're not Communicating</b>	Discusses how to utilize the five basic steps to effective communication, how to organize thoughts and messages before sending them, and how to use analogies and examples to make messages meaningful.	VHS/23 minutes	1989	BF637 C45 Y68 1989



<p><b>A Basic Toolkit: Good Manager and Good Employee Skills</b></p>	<p>This video offers a practical, grounded approach to improving the workplace environment and advancing your career. Debra Wilcox Johnson presents different perspectives to help you gain a mutual understanding of what it means to be both a good supervisor and employee. She will provide you with specific information for improving skills that will both help you advance your career and make your workplace more enjoyable.</p>	<p>VHS/120 minutes</p>	<p>2003</p>	<p>Z682 S64 2003</p>
<p><b>Dialogue-Now you're Talking</b></p>	<p>Explores the Six Basic Rules of Dialogue and provides practical video-based examples and training exercises aimed at helping to implement dialogue in your organization.</p>	<p>VHS &amp; DVD/ Program 1 (25 minutes) Program 2 (24 minutes) Program 3 (21 minutes) Program 4 (24 minutes)</p>	<p>2003</p>	<p>P 90 D53 2003 program 1-2 P 90 D53 2003 program 3-4</p>
<p><b>Face It! Using Your Face to Sell Your Message</b></p>	<p>Your face is the tool by which your audience is going to judge your likeability -- and likeability is the key to winning. Learn how to establish likeability and get your message across for maximum impact.</p>	<p>VHS/16 minutes</p>	<p>2002</p>	<p>BF592 F33 F33 2002</p>
<p><b>It Looks Could Kill: the power of behavior</b></p>	<p>It uncovers why an individual can be pleasant to one person, then offensive to another, simply in response to that persons behavior. It shows you how to use positive behavior to unlock the mystery of better service. How people behave when dealing with customers or colleagues can determine the success or failure of each interaction.</p>	<p>DVD/29 minutes</p>	<p>2006</p>	<p>BF 637 C45 I3 2006</p>
<p><b>Mixing Four Generations in the Workplace</b></p>	<p>Addresses the conflict between generations in the workplace and how to minimize its negative effects. Provides managers and supervisors with strategies for dealing with, recruiting, retaining, and motivating, using the generational differences in a positive way. The generations are: Matures, born prior to 1946; the Baby Boomers, born between 1946 and 1964; the Generation Xers, born between 1965 and 1980; the New Millennials, born after 1980.</p>	<p>DVD/34 minutes</p>	<p>2007</p>	<p>HF5549.5.M5 M59 2007</p>



## **Online Courses on Communication**

### **California Virtual Campus**

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085

Online Contact: <http://www.cvc.edu/contact/>

### **OTech - Training & Event Center, HALO (High Achievement Learning Organization) “Office Desk Courses”**

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547

Email: [training@state.ca.gov](mailto:training@state.ca.gov)

- Advanced Business Writing (2 lessons)
- Basics of Effective Communication (9 lessons)
- Communicating across Cultures (2 lessons)
- Communicating Clearly (4 lessons)
- Communication Techniques (5 lessons)
- Dynamic Business Presentations (1 lesson)
- Grammar Essentials (12 lessons)
- Effective Business Writing (2 lessons)
- Effective Listening Skills (1 lesson)
- Effective Presentations (3 lessons)
- Persuasive Business Writing (1 lesson)
- Presentations Skills (6 lessons)
- Presenting Your Ideas Effectively (4 lessons)
- Presenting Successful Training for Non-Training Professionals (2 lessons)
- Using data to Communicate (2 lessons)
- Writing Effective Emails (1 lesson)

## Instructor-Led Courses on Communication

### College of Continuing Education, California State University Sacramento (CSUS)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433

On-line contact: [http://www.cce.csus.edu/general\\_info/contactus.htm](http://www.cce.csus.edu/general_info/contactus.htm)

- Communications (1 day)
- Effective Presentations (2 days)
- Interpersonal Communication (1 day)
- Leadership Communication (1 day)

### Centre For Organizational Effectiveness

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119

Online Contact: <http://www.tcfoe.com/contact.html>

Email: [info@tcfoe.com](mailto:info@tcfoe.com)

- Communication & Myers-Briggs Type Indicator (4 hours)
- Communication and Strengths Deployment Inventory (4 hours)
- Coaching for Improved Performance (4 hours)
- Effective Communication & Conflict Resolution (4 hours)
- Facilitation Skills and Meeting Effectiveness (4 hours)

### Cooperative Personnel Services (CPS)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Phone Number: (916) 263-3614 Option 3

Email: [trainingcenter@cps.ca.gov](mailto:trainingcenter@cps.ca.gov)

- Administrative Writing (2 days)
- Business Writing (1 day)
- Communicating Effectively (1 day)
- Communicating with Data (1 day)
- Conflict Management (1 day)
- Dealing with Difficult People (1 day)
- Effective Listening (1 day)

- Effective Presentations (2 days)
- ESL Grammar and Writing Skills (2 days)
- Franklin Covey's Writing Advantage (2 days)
- Grammar (3 days)
- Grammar and Punctuation Brush-Up (1 day)
- Influence with Integrity (1 day)
- Interpersonal Skills (2 days)
- Persuasive Communications (1 day)
- Plain Language Writing (1 day)
- Relationship Strategies for the Workplace (1 day)
- Technical Report Writing (3 days)
- Writing Letters and Memos (1 day)
- Writing Principles for Professionals (1 day)
- Written Communication Skills (4 days)

### **Folsom Lake College, Public Management and Nonprofit Organizational Management Certificate**

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: [Career Technology Programs](#)

Phone Number: (916) 608-6687

Online Contact: [http://www.flc.losrios.edu/Contact\\_Us.htm](http://www.flc.losrios.edu/Contact_Us.htm)

- Business Communications (Bus 310) (3 units)

### **Los Rios Community College District, Business and Economic Development Center (BEDC)**

BEDC offers training at their worksite in Sacramento and at the employer's worksite. BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Email: [WinnerB@losrios.edu](mailto:WinnerB@losrios.edu)

- Assertive Communication (1/2 day)
- Communicate Congruently (1 day of Leadership Skills Workshop)
- Communication Skills for Technical Managers (1 day)
- Effective Communications (1-3 days)
- Interpersonal Communications (2 days)
- Listening Skills (1 day)
- Planning and Writing Effective Publications (1 day)
- Professional Business Grammar (1 day)
- Writing Excellent Letters, Memos, and Emails (1 day)

- Writing for the Web (1 day)
- Writing Skills for Public Agency Employees (1 to 3 days)
- Writing When English is your Second Language (1 day)

### **OTech Training Center**

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Email: [Training@state.ca.gov](mailto:Training@state.ca.gov)

- Effective Communications (2 days)
- Listening Skills (1 day)
- Presentation Skills (1 day)

### **State Personnel Board (SPB)**

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Email: [tpp@spb.ca.gov](mailto:tpp@spb.ca.gov)

- Presentation Skills (2 days)
- Writing for Analysts (2 days)