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To Whom It May Concern:

The Correctional Service of Canada's (CSC) Reintegration Programs Division had the pleasure of welcoming Dr. Craig Dowden to facilitate the presentation *What Makes People Tick: Individual Differences Contribute to Personal and Organizational Success* at our National Reintegration Programs Symposium, which was held in Ottawa in October 2011.

Symposium participants were aware of CSC's communication issues and strategies, but acknowledged that effective communications was not easy to implement. Dr. Dowden, through his expertise in the areas of industrial psychology and career management, as well as through his words and his experience, was able to address the subject of effective communications in both an informed and entertaining manner. He was successful in pushing participants to reflect on CSC's barriers to communication and what we can all do, as managers, to maximize the performance of CSC staff and the organization. When we received the symposium feedback forms, Dr. Dowden's presentation was clearly the highlight of the symposium with many participants recommending his greater involvement in future meetings of this kind.

Dr. Dowden was an exemplary speaker with great charisma and the ability to reach individuals through humour. We were fortunate to have had the opportunity for him present at the symposium and we expect that Dr. Dowden will continue to inspire others to enhance their communication skills and maximize their performance within their organizations. We look forward to working with him again in the future and would not hesitate to recommend him for events on this subject.

Dr. Pamela M. Yates  
A/Director, Reintegration Programs Division  
Correctional Service of Canada