Communication Apprehension and Small Group Communication

James C. McCroskey and Virginia P. Richmond

Before signing up for a course in communication, students typically ask if they will have to give a speech. Why? Because most students, as well as other adults, experience some apprehension when confronted with presenting a speech to an audience. In fact, a national survey of Americans found that fear of public speaking is the number one fear in American society (Death is a poor third!). Of course, most communication situations, hence most communication courses, do not involve public speaking. Unfortunately, many people experience apprehension about communication in settings other than public speaking, such as communicating in a small group. In this chapter we will explore communication apprehension and its impact on small group communication.

Before you read beyond this paragraph, complete the questionnaire on page 354. Answer each question honestly; no one but you will see your score.

The questionnaire that you just completed is known as the Personal Report of Communication Apprehension, or more commonly PRCA. It has been completed by several thousand people, so that we know quite a bit about what a given score on the instrument may mean. Instructions for scoring the PRCA are on page 355. Follow those instructions so that you can obtain your four sub-scores as well as your overall PRCA score. After we have considered some other very important matters, we will return to a discussion of these scores and help you interpret the scores you obtained.

Communication Motivations

Life for a human being in American society is an almost continuous series of communication encounters. While many of these encounters are mediated (eg. reading, watching television, listening to the radio), most involve live contact with other people in either a dyadic (two person) or small group settings. To be human is to communicate with one’s fellow humans.

Even though communication is such a pervasive part of our everyday lives, the amount of communication in which one person engages may differ enormously from the amount in which another person engages. In general, (although we will note important exceptions later,) people engage in
communication to the extent which they are motivated to communicate. There are many considerations which motivate us to communicate. Among these are the desire to establish a relationship with another person, the need to obtain information or understanding, the desire to influence another person, the need for decision-making, and recreation.

Establishing Relationships. Most of us want to be liked by others, to develop friendships. Communication is central to the development of such relationships. The way we communicate with others will determine, in large part, the degree to which they like us, and vice versa.

Obtaining Information and Understanding. Although we may obtain much information from the various media, to clarify this information and obtain more complete understanding we frequently need to interact with others, particularly those with more background or experience in the given area. Much small group communication is specifically devoted to this end.

Influence. In modern society we are all dependent on each other not only to prosper but also simply to survive. We cannot function as completely autonomous individuals. Thus, we must influence the behavior of others, and they must influence us as well. Such influence inherently requires communication.

Decision-Making. Both individuals and organizations constantly need to make decisions. While individuals can make decisions without communicating with others, it is comparatively rare that they actually do so. More commonly, we talk to others about tentative decisions to get their advice before we commit ourselves to the decisions. In an organizational environment it is even more rare for an individual to make an autonomous decision without communicating with others, (except on the most routine and mundane matters such as how many paper clips to buy). Virtually all decisions in organizations are made during or after extensive communication, typically in a small group context.

Recreation. For most people the simple act of communicating is just plain fun. It need not have any other purpose. Hence we go out for coffee with others, we join a bridge club or bowling team, we join a “bull session”, we hold a cocktail party. Communication in these settings often is referred to as “phatic” communication, or communication for its own sake. The next hour we may not remember what was said, much less the next day; but we can remember that we enjoyed it.

Communication, then, is central to our success and happiness. It is the means by which we grow and thrive in our environment. In our modern society, it is not only normal to have a high motivation to communicate, it is almost an absolute necessity.
Communication Avoidance

While it is normal to be highly motivated to communicate in many situations, it is also normal to avoid communication in some. Two conditions are particularly likely to cause us to avoid communication. The first is when communicating will probably lead us to an unpleasant outcome. If our friend appears in a new shirt or blouse which we consider very unattractive, we are likely to say nothing to avoid offending the person. Similarly, if we strongly dislike a person, we are very likely to try to avoid communicating with that individual, in order to avoid conflict.

The second circumstance which is likely to cause us to avoid communication is the simple desire to be left alone. Most of us have experienced this feeling at times. We may take the phone off the hook for a while, or retreat to our study or bedroom. We may even take a vacation to a strange area where no one knows us and there will be minimal demands placed on us to communicate.

While such temporary withdrawal from and avoidance of communication is normal behavior for most of us, some people engage in such avoidance as a consistent pattern of behavior. They talk much less than other people. We commonly refer to these people as "shy". Although it is fairly easy to identify the shy person, we observe that they are much more quiet in most settings than are other people, it is much more difficult to determine why they are shy. The reason for this is that there are at least five different kinds of shy people. Let us consider each type.

The Skill Deficient. People tend to do what they do well and avoid doing what they do poorly. Many people in our society have low communication skills. As a result, these people are shy in situations where they believe (either correctly or incorrectly) that their skills are insufficient to communicate effectively. If these people are able to receive training which they perceive increases their skills, their shyness is likely to disappear.

The Social Introvert. Some people have a very high need and desire to be with other people (social extroverts), while others prefer to be alone most of the time (social introverts). Introverts behave in a shy manner because they have little motivation to interact with other people. Unlike individuals who are skill deficient, introverts are likely to show considerable variance in the degree of shy behavior they exhibit. In circumstances where they have little motivation to communicate, they will appear shy. In other circumstances, when more motivation to communicate is present, it will appear they are not shy at all.
The Alienated. Most people in any environment attempt to conform to the norms and values of the people in that environment. Each individual has needs and desires similar to the other individuals in that environment. The individual communicates in order to meet those needs and desires. Some people, however, do not share the norms and values of the other people in their environment. They do not have the same needs and desires. We refer to these people as “alienated” from the other people. Alienated individuals typically behave in a shy manner. In another environment they might not behave this way, but in the given environment they see little need to communicate because they perceive no benefits that they would obtain by communicating.

The Ethnically/Culturally Divergent. Each ethnic and cultural group has its own ways of behaving. Similarly, ethnic and cultural groups communicate in very different ways, sometimes even in different languages or dialects. In some groups, such as the general white North American culture, talk is highly valued. In others, much less value is placed on talking to others. Most people within any ethnic or cultural group quickly learn the communication norms of their group. The problem arises when one moves into an ethnically or culturally different group. The person, while possibly being a very effective communicator in her or his own group, is divergent from the other group members. Not only does the outsider have difficulty understanding what he or she should do to communicate effectively, the group members may have considerable difficulty figuring out how to adapt to the divergent person. Under such circumstances the ethnically or culturally divergent person is very likely to behave in a shy manner, but such shyness is restricted to circumstances in which the individual is with persons of a different ethnic or cultural background.

The Communication Apprehensive.

Communication apprehension (CA) is the fear or anxiety associated with either real or anticipated communication with another person or persons. Communication apprehensives are normal people who are afraid to communicate. Such individuals typically are not skill deficient (although some are), are not necessarily introverted (although quite a few are), are not alienated, and are in an environment in which the ethnic and cultural backgrounds of others are not greatly different than their own. People who are fearful or anxious about communicating tend to behave in a shy manner.

Communication avoidance, or more simply, shyness, has various causes as we have just noted. The effects of such avoidance in most societies are quite negative. We will address some of these effects later. However, before turning our attention to such effects, we need to examine in more detail the number one cause of shyness—CA.
The Nature of CA

We asked you to complete the PRCA at the beginning of this chapter in order to provide you with information about yourself: what kinds of communication may cause you to be apprehensive and what kinds are not likely to do so. In general, high CA is a negative element in a person's life. It not only causes internal discomfort but it also can lead to shyness and ineffective or even counterproductive communication. It is essential, therefore, to be able to put your level of CA into perspective.

Such a sense of perspective is not common to people at either end of the CA continuum. People with high CA commonly report thinking that they are the only ones who feel that way. People with low CA often have a hard time understanding how anyone could be anxious about communication. People with moderate CA recognize that some situations bother them but not other situations, and assume that most people are bothered by fewer situations than they are.

In order to see your own level of CA in perspective you need to have an understanding of the four major types of CA. Let us examine each type.

CA as a Trait. Trait, or personality-type CA is an individual's general orientation toward communication, regardless of the context or situation. While for the majority of people this trait plays an unimportant part in everyday life, for those who are very low (about 20% of the population) or very high (also about 20% of the population) in trait CA it can play a dominating role in life. The PRCA is the best available measure of this trait. As with most personality-type measures, your PRCA score can predict your behavior only if your score is very high or very low. Such extreme scores suggest that your behavior is influenced as much by your general feelings about communication as by any specific communication situation in which you find yourself. People with very high PRCA scores are anxious in virtually all communication situations; people with very low PRCA scores are anxious in extremely few communication situations. If your score on the PRCA is 80 or above, that is a very high score. If your score is 50 or below, that is a very low score.

CA in a Generalized Situation. This type of CA related to generalized types of communication situations. The PRCA provides subscores for the four most common types of generalized situations—group discussions, meetings, interpersonal conventions, and public speaking. It is quite possible for a person to have very high (or low) CA about one type of situation but to have a very different level of CA about another type of situation. A subscore on the PRCA of 24 or above indicates high CA about that generalized situation. A subscore of 12 or below indicates a low CA level about that situation.

Although there is no necessary relationship between trait CA level and level of CA concerning any particular generalized situation, it is much more
likely that a person who is high in trait CA will have high CA in more
generalized situations. The reverse is true for the person with low trait CA.

It is very important to recognize the proportion of people who experience
high CA in a given generalized situation. While about 20 percent of the pop-
ulation experience high trait CA, over 70 percent experience high CA in the
public speaking context alone. In the meeting context about 50 percent expe-
rience high CA, while in the group context only about 25 percent do, and
only about 10 percent report high CA in the interpersonal context. Thus, if
you were exactly like the typical person who has completed the PRCA in the
past, your highest subscore would be for public speaking with meetings, groups
and interpersonal scores falling in that order. You should recognize, however,
that many people's scores do not fall in that order. In fact, for some the order
is exactly reversed. It all depends on what kind of situation is the most trou-
blesome for the individual person.

CA with a Given Individual or Group Across Situations. Almost 95 per-
cent of the population report having a CA about communicating with some
person or group in their lives. The target that may produce this CA may be
the boss, dad, teacher, a peer, or virtually anyone else in the person's environ-
ment. This type of CA is person (or group) specific. Another person or group
in the same context would not produce the CA. Although it is not possible to
predict which people or groups will make a person with moderate trait CA
most comfortable or uncomfortable, we do know that people with high trait
CA will find more people and groups who arouse apprehension in them and
people with low trait CA will find fewer people and groups who arouse appre-
hension. The trait of high CA is reflected in an increased probability of
fear or anxiety in any given situation, but does not indicate apprehension in
all situations.

CA with a Given Individual or Group in a Given Situation. Virtually all
of us experience CA from time to time with some person or group in some
situation. Consider some examples: the teacher calls you into the office and
informs you that he or she suspects you of cheating; with only five minutes
notice you are expected to give a twenty-minute presentation to a group on a
topic you know little about; you know you have offended someone and you
need to talk to the person to apologize. In each of these examples the situation
is unique in our experience with the other person. Thus, even though you would
not usually experience CA when communicating with that individual, in the
given situation apprehension is aroused.

In summary, then, what is communication apprehension? It is the fear or
anxiety associated with either real or anticipated communication with another
person or persons. The apprehension may stem from our basic personality, be
a function of the type of communication expected, be attributed to the person
or group with whom we are to communicate, or be unique to the specific circumstances of the interaction. From whatever source it comes, it causes us discomfort, may result in our behaving in a shy manner, and is likely to result in our being ineffective in our communication. The only fact that is certain is that at some point in our communicative lives we will experience it. For some people, the experience is much more common than it is for others.

Effects of CA

The effects of CA have been extensively researched and the results of this research have been summarized elsewhere. We will not direct our attention to the results of the specific effects studies but rather will focus our attention or more global effect patterns. These patterns relate to internal effects and external effects.

Internal Effects. Although CA has behavioral implications, as we will note later, the primary experience of CA is internal to the individual. In fact, the only effect of CA that is universal is an internally experienced feeling of discomfort. The higher the CA, the greater the discomfort.

Since CA is experienced internally, it is impossible for any other person to be absolutely certain when another person is experiencing it. Some people fall apart when experiencing high CA, while others maintain a very cool and composed exterior. Similarly, the physiological response to CA, which is a heightened activation, is not meaningfully different from the physiological response to excitement. As an example, a person who is highly afraid to give a speech and one who is highly excited and looking forward to the speech will react physiologically in very similar ways. Thus, the only way to know if someone is experiencing high CA is to ask that person. If the individual chooses to tell you the truth, then you will know. If not, then you won't know.

External Effects. There is no externally observable behavior that is a universally predictable effect of CA. Nevertheless, there are some behaviors that are more likely and some which are less likely to occur as a function of varying levels of CA. Three patterns of behavioral response of high CA may be expected to be generally characteristic, and one pattern can be described as sometimes present, but atypical. We will consider each.

When people are confronted with a circumstance which they anticipate will make them uncomfortable, and they have a choice of whether or not to confront it, they may either decide to confront it and make the best of it or avoid it and thus elude the discomfort. Some refer to this as the choice between "fight" and "flight". Research in the area of CA indicates the latter choice should be expected in most instances. In order to avoid having to experience high CA, people may select occupations which involve low communication responsibilities, may choose housing units that reduce incidental contact with
other people, may choose seats in classrooms or meetings that are less conspicuous, and may avoid social settings. At the interpersonal level, if a person makes us uncomfortable, we may simply avoid being around that person. Avoidance, then, is a common behavioral response to high CA.

Avoidance of communication is not always possible. A person can find her or himself in a situation which generates a high level of CA, with no advance warning, or in a situation in which communication is forced upon her or him by others. In such circumstances, withdrawal from communication is the behavioral pattern to be expected. This withdrawal may be complete, i.e., absolute silence, or partial, i.e., talking only as much as absolutely required. In a public speaking meeting, the response may be represented by a very short speech. In a meeting, class or small group discussion, it may be represented by talking only when called upon by others. In a conversation, it may be expressed by only answering questions or supplying agreeing responses, with no initiation of interaction.

Communication disruption is the third typical behavioral pattern associated with high CA. When the “flight” response is rejected or not available, the individual may attempt to “fight” on through. The person may lack fluency in verbal presentation, or have unnatural nonverbal behaviors. Equally probable are poor choices of communicative strategies, sometimes reflected in the after-the-fact “I wish I had (had not) said . . .” phenomenon. It is important to note, however, that such behaviors may be produced by inadequate communication skills as well as by high CA. Thus, inferring CA from observations of such behavior often is not appropriate.

Over-communication is an uncommon response to high CA, but it is the pattern exhibited by a small minority. This behavior represents over-compensation for high CA. It may reflect an extreme “fight” reaction: the attempt to succeed in spite of the felt discomfort. The person who elects to take a public speaking course in spite of extreme stage fright is a classic example. Less easily recognizable is the individual with high CA who attempts to dominate social situations. Most of the time people who employ this behavioral option are seen as poor communicators but are not recognized as having high CA; others may actually consider them people with very low CA.

The above discussions are addressed to behavioral patterns of people with high CA levels. One might assume that the behaviors of people with low CA would be the exact reverse. Although this assumption frequently is correct, it is not always correct. While people with low CA tend to seek opportunities to communicate rather than avoid them, to dominate interactions in which they are a member rather than withdraw from them; people with low CA may also have disrupted communication and over-communicate. The disruptions may stem from pushing too hard rather than from tension, but the behaviors may
not always appear distinctly different to the observer. The person who over-communicates engages in very similar behavior, whether this stems from high or low CA.

CA in the Small Group Setting

As we have seen, CA has a very important impact on an individual's communication behavior, although that impact may be quite different for one person than for another. In no communication situation is CA more important than in the small group context. It is not an exaggeration to suggest that CA may be the single most important factor in predicting communication behavior in a small group. In numerous studies CA has been the most significant predictor of behavior, and in several it has been the only significant predictor. Let us look at some of the effects of CA observed in this context.

Amount of Talk. Numerous studies have replicated a very consistent finding: people with high CA talk much less in the small group setting than do people with low CA. This is a classic example of withdrawal. In each study people were unable to avoid being in the small group setting, and in each case those with high CA were found to be infrequent participants, while those with low CA were found to participate extensively. To state the point simply, people who are apprehensive about talking in a small group setting tend not to speak, even when forced into such a situation.

Choice of Seats. Avoidance of communication in the small group setting is evidenced by individuals' choices in seating within the group. In most seating arrangements there are positions which are the focus of attention and positions which are relatively obscure. Research indicates that the individuals with low CA regularly choose the positions which are the focus of attention while those with high CA regularly choose positions which are more obscure.

To illustrate this point, let us visualize a typical conference table with eight seats. The table is rectangular with a seat at each end and three along each side. The most focal seats are the two at opposite ends. The next most focal are the two in the middle along the sides. The other four seats permit more obscurity. The research indicates that people with high CA will carefully avoid sitting in either of the end seats or the middle seats while people with low CA will strive to obtain those seats. Sitting in obscure seats permits people with high CA to withdraw from communication more easily and be less likely to be addressed directly by others.

Communication Content. Several research studies have indicated that CA has an impact on the content of communication in the small group setting, most particularly on the content generated by people with high CA. Disruption of communication is a common impact. People with high CA have an abnormally high level of verbalized pauses and rhetorical interrogatives (such
as "you know") in the small group setting. In addition, when they talk, people with high CA tend to say things that are not relevant to the ongoing discussion. Probably most important, people with high CA tend to avoid expressing disagreement in the small group setting. When asked their opinion they tend overwhelmingly to express agreement with the group, whether they actually are in agreement or not.

The small group setting seems not only to disrupt the communication of the person with high CA but also to disrupt the thought processes of these individuals. When asked to develop ideas privately, people with high CA generate as many ideas as other people. However, when placed in a small group setting these individuals generate far fewer ideas. In all likelihood these individuals are thinking more about how to cope with the communication demands of the setting than they are about the problem being discussed.

In sum, the person with high CA tends not to be a particularly effective member of a discussion group. They will avoid or withdraw from communication to the extent possible. If communication is thrust upon them, their communication probably will be disrupted, they will have less ideas to contribute, they may make comments that others will see as irrelevant, and they will tend to be very submissive to the ideas of the group majority. On the other side of the coin, people with low CA typically will dominate the interaction of the group, generate numerous ideas, make very relevant comments, and be quite willing to disagree with other group members.

Results of CA and Shy Behavior

As we have noted previously, CA is but one of several causes of shy behavior. Several research studies have examined the impact of either CA or shy behavior, or both, on the perceptions of other members of a group. The results have been very consistent, whether the focus of study was CA or shy behavior. Thus, we will consider these results together.

Perceived Behavior. People with high CA consistently are seen by other group members as being more nervous and less dominant than others by the other members of the group. Similar perceptions have been observed in simulation studies which did not involve actual communication but only informed research subjects about the amount of time a person talked in a hypothetical group.

Perceived Attractiveness. There are two types of attraction that are important in the small group setting, social and task. Social attraction relates to the degree to which a person likes to be with and interact with another person. Task attraction relates to the degree to which a person desires to work with another person. For a group to work well together, at least a moderate level of both task and social attraction among the group members is needed.
Both social and task attraction are related to the amount of talk in which a person engages in a small group. Except in the most extreme cases, the more a person talks in a group the more likely he or she will be perceived as attractive by the other group members. Of course, this presumes that the content of the talk is not adverse to the other group members. As a result of this bias in favor of high verbalization, people with high CA tend to be considered less attractive, whereas people with low CA tend to be regarded as more attractive.

Perceived Leadership. In large measure leadership is a function of amount of talk. Numerous studies have all reached the same conclusion: the more a person talks in a group the more likely he or she will be perceived as the leader of the group by the other members as well as by outside observers. Consequently, it is not surprising that people with high CA seldom are seen as leaders in groups while people with low CA frequently are seen in this way.

Perceived Content Quality. Although there is no necessary relationship between quality of participation and quantity of participation, when we examine the perceptions of group members we observe that there is a strong relationship. People who participate more are seen as contributing more to the progress of the group. Even in controlled studies where people who were low talkers were the only ones to have the information needed by the group, the higher talkers were credited with making the more valuable contributions. Consequently, people with high CA typically are perceived as making contributions of less value than are people with low CA.

In sum, the amount a person talks in a group has a major impact on the perceptions of the other persons in that group. Low talkers are seen as less attractive, as exerting less leadership, and as providing contributions of lower quality. In some cases these perceptions are consistent with what actually goes on in the group, though in others they are not. In both cases, however, the perception is there and determines to a major extent how the various group members relate to each other. Low talkers, whether the reduced talk is a function of high CA or something else, are seen as less useful members of groups and tend to be rejected by other group members.

Controlling Your CA

As the previous sections have indicated, the results of experiencing high CA generally are negative. Few people wish their CA were higher, but many wish it were lower. As a result of this need to reduce CA, several methods to help overcome CA have been developed and tested. Formal treatment procedures are available in many places, and are generally highly beneficial. If you experience very high CA and would like to reduce your CA, you should explore the possibilities of obtaining help in this area.
If you find that no treatment or training program is available to you, you can employ methods on your own which will be of some help. There are three steps that we recommend, which others have found useful.

Step 1. Develop a thorough understanding of the process of human communication. If a course in communication theory is available, preferably one focusing on interpersonal communication, it can be very helpful to you. Research has indicated that studying about the human communication process can contribute to reduced CA. Many people develop high CA as a result of not understanding how the human communication process works and by making incorrect assumptions both about their own level of communication skill and that of other people. Such assumptions can be corrected by a good communication course.

Step 2. Learn to recognize when there is tension in your body and how to relax that tension. This may be learned by listening to specially prepared cassette tape recordings designed for this purpose. Such tapes are the core of the most successful formal treatment program for CA, known as systematic desensitization. Once you have learned to recognize tension and to relax that tension, you can use this method in actual communication situations to become more relaxed.

Relaxation tapes are available from a number of commercial organizations and may be available in your local bookstore. If you cannot locate one, check with a member of the faculty of your speech or communication department for the address of the Speech Communication Association. They will provide you a copy of such a tape at very low cost.

Step 3. Learn to identify the negative statements you make to yourself when you are communicating. When confronting a communication situation, people with high CA tend to say things like “I can’t do this” and “Everyone thinks I am dumb”. These statements usually are not made out loud, but only silently to oneself. Such thinking makes CA much worse.

Prepare a list of these negative statements. Write down whenever you are aware you are making such a remark. Develop a list of positive statements such as “I can do this,” and “This is not so difficult”. Practice repeating these positive statements to yourself when you feel tension during communication. Repeat one several times if you catch yourself using a negative statement.

If you follow these three steps, you should find your apprehension about communication reduced. However, do not expect miracles. Your CA will not disappear. Rather you should see a gradual reduction over a period of time. Remember, you took a long time to acquire your CA. It will not disappear quickly.
Personal Report of Communication Apprehension (PRCA-24)*

Directions: This instrument is composed of 24 statements concerning your feelings about communication with other people. Please indicate in the space provided the degree to which each statement applies to you by marking whether you (1) Strongly Agree, (2) Agree, (3) Are Undecided, (4) Disagree, or (5) Strongly Disagree with each statement. There are no right or wrong answers. Many of the statements are similar to other statements. Do not be concerned about this. Work quickly, just record your first impression.

1. I dislike participating in group discussions.
2. Generally, I am comfortable while participating in a group discussion.
3. I am tense and nervous while participating in group discussions.
4. I like to get involved in group discussions.
5. Engaging in a group discussion with new people makes me tense and nervous.
6. I am calm and relaxed while participating in group discussions.
7. Generally, I am nervous when I have to participate in a meeting.
8. Usually I am calm and relaxed while participating in meetings.
9. I am very calm and relaxed when I am called upon to express an opinion at a meeting.
10. I am afraid to express myself at meetings.
11. Communicating at meetings usually makes me uncomfortable.
12. I am very relaxed when answering questions at a meeting.
13. While participating in a conversation with a new acquaintance, I feel very nervous.
14. I have no fear of speaking up in conversations.
15. Ordinarily I am very tense and nervous in conversations.
16. Ordinarily I am very calm and relaxed in conversations.
17. While conversing with a new acquaintance, I feel very relaxed.
18. I'm afraid to speak up in conversations.
19. I have no fear of giving a speech.

*This instrument is copywritten by James C. McCroskey. Appropriate citation is: James C. McCroskey, An Introduction to Rhetorical Communication, 4th ed. (Englewood Cliffs, NJ: Prentice-Hall, 1982). The instrument may be reprinted and used for research and instructional purposes without additional authorization of the copyright holder. Uses for which there is expectation of profit, including publication or instruction outside the normal college or school environment, are prohibited without written permission of James C. McCroskey.
20. Certain parts of my body feel very tense and rigid while giving a speech.

21. I feel relaxed while give a speech.

22. My thoughts become confused and jumbled when I am giving a speech.

23. I face the prospect of giving a speech with confidence.

24. While giving a speech I get so nervous, I forget facts I really know.

**SCORING**

Group = 18 - (1) + (2) - (3) + (4) - (5) + (6)
Meeting = 18 - (7) + (8) + (9) - (10) - (11) + (12)
Interpersonal = 18 - (13) + (14) - (15) + (16) + (17) - (18)
Public = 18 + (19) - (20) + (21) - (22) + (23) - (24)
Overall CA = Group + Meeting + Dyadic + Public

**Note**


**References**


