

Welcome everybody. This is Dr. Bob Rasp. I'm one of the clinicians at the employee assistance program. I have been here at the EAP for 20 years. One of my areas of specialization is conflict resolution. My PhD focused in that area and one of my duties here at the employee assistance program is to provide conflict resolution services that we offer to our client companies and organizations. When their managers or employees are having difficulty in the work, we can assist with that. My colleague Nicolle Wicker will help with see recitation. I will let her in presenters a.

Hello, I am Nicolle Wicker, and I'm a licensed social worker. I have been with Magellan Healthcare since 2006. My goal is to get people connected to mental health care services. We will begin by discussing the objectives. As employees we have the power to influence our work environment, and we are personally responsible for improving our workplace. This is especially true for leaders and managers who guide their employees to help create a healthy work environment. It's important to notice that there is no one side -- cited good solid approach, in addressing the challenges of any particular organization. We encourage you to think of yourself as having the skills needed to live in a conflict free work environment. We will cover the following objectives. Increase understanding of diversity, we will look at the importance of working in a diverse world. Most conflict is due to a simple misunderstanding and communication between people who are different. We will be embracing a culture of diversity and workplace. Nations across industries are embracing the benefits of a diverse workplace as they become aware of its defense. We will then address how to learn to expect problems rather than fear them. We want to look at the importance of staying calm and positive in the face of day-to-day problems and confusion. Benefits can also bring challenges, senses -- such as differences in culture. And we will learn how to address this idea. We will also be reviewing basic skills such as listening and exhibiting kindness. We want to review the basic skills involved in successful communication and problem-solving for those challenging times when we do not feel as though we are being listened to. Simply listening and acknowledging one feeling can be the problem. For the sit -- situations when you do not have a solution to a problem, approaching it with kindness and understanding can change how it's viewed. Next we will focus on the solutions instead of the problems. We want to teach you a better way of approaching challenges giving focused problem-solving. Finally, we will discuss the importance of spending quality time together. We will propose enhancing the quality of your -- work relationships is a good way to improve goodwill. Spending time with her car workers, and getting to know them on a personal level influences the way we think of them and ultimately how we treat them. Finally, we are going to discuss how managers are the key to success. We were review how leaders set the tone of the group and how they are key to a successful work environment.

Today I hope to accomplish helping getting all of us to think about changing our world. In our culture and in the United States, we tend to have a culture where we are used to a lot of conflict and we expect a lot of conflict. We tend to think that conflict is going to be normal and unavoidable. Here at the employee assistance program, I am kept very busy by constant request coming in from our different companies and organizations where they have conflict situations that are destroying or damaging the work environment. Let's think about changing our world today. Let's think about a world where we don't need conflict resolution trainings. The level of conflict throughout the world is not the same. There are many cultures and countries where they view conflict differently than us. Conflict is not really accepted or does not expected. The opposite is expected,

they are expected to use basic skills to work along and -- work together and get along smoothly. Here in the United States, and you look at most of the successful companies and companies that people want to work at and enjoy their work there. We see the United States, there are many companies that are achieving this, and they have low levels to almost no conflict in their environments. I want to look at the history, today, of whether that conflict has to exist. Historically, we have some interesting rings that we can look at. One thing we are going to you is -- use is an example of the relationship between the United States and the country of Japan. Japan of the United States during World War II, fought a horrible war. Tens of thousands of people died. The Japanese committed a lot of atrocities. The United States dropped two nuclear bombs on Japanese cities. There was horrific death, destruction and conflict. And yet, a few years after the war, we came out of that situation with the Japanese as friends. We are now allies, the Japanese love the United States, Japanese want to come here, the United States people feel happy with Japanese culture. We visit there. We have a good closeness. We are going to look at how what happened to go from horrific violence to have a great relationship with each other. We are going to look at did we have to go through all that conflict to get to where we are today?

Healthy work environments facilitate trust and dignity. Great work environments have productive positive culture. They create vibrant and fun environments, but they didn't happen by default. They happened by design with intention by senior leaders every day. It became part of the work culture. One of these is the values where how people treat each other. It is just as important as results. Distance leadership have performance expectations that are measured. One can use the same expectations around valuing others. To make value of tangible and measurable values, you defined them by terms. You describe exactly how you expect employees to act to model company values. That becomes a clear standard. There is no question of what is required to demonstrate that value in that company. Senior leaders model the way by living the values, coaching those values, and redirecting misaligned behaviors every day. Leaders are hold themselves -- must hold themselves accountable for every action.

We all work in an increasingly diverse environment. There are more diversities now in terms of age, gender, nationality, and religion. One of the main reasons we tend to experience conflict is because we assume sameness instead of difference. We tend to assume that coworkers are like us, and we interpret what they say and do based on as if it were us doing or saying that. We often make false assumptions. We assume what they mean or communicate, and then we react to this inaccurate information. To change our world, we need to begin by assuming difference. We need to work from the assumption that we have no idea what are coworker means, or is trying to communicate. We need to slow down and seek information before we begin to make assumptions. We probably need to share what it is like to be in our world and take time to explain clearly. If my coworker was in LA -- alien from another planet, this would be easy. I would naturally assume that I have no idea what his words or deeds meant. I would go slowly to learn about his world and what that behavior means on his planet. We should be approaching every coworker with the same patience and kindness. What does that mean? Don't jump to conclusions. Stay calm, assume the other person is good and means well. Assume you can work it out. Take time to listen and share.

Every known successful business must think inclusively to maintain competitiveness. Embracing all forms of diversity in the workplace is an important first step. With this comes challenges in working across borders. We have discussed the benefits of diverse cultural perspective, as it can increase creativity. Local knowledge can mean better hire targeted marketing. A diverse

skill base allows and organization to allow a more adaptable range of services. Diverse teams perform better. There is greater opportunity for personal and professional growth. With these benefits also comes challenges for leaders. Professional communication can be misinterpreted or difficult to understand across linkages and cultures. Different understandings of national etiquette and conflicting working styles across teams can also be a unique challenge. A culture of difference influences the way in which we see the world. A variety of viewpoints along with the wide reaching personal and professional experience of a diverse team can offer new perspectives and inspire colleagues to see the workplace in the world differently. Embarking on this cultural initiative and accepting that our own value of diversity is and always easy. We must invest time, energy and resources every day and observe, create and coach desired behaviors.

We want everybody to think about these things. We are talking about diversity as an area in every worksite that doesn't get acknowledged or talked about. This group of workers is typically forgotten. They are very significant, though. Chances are that many of your coworkers are struggling with mental health problems. Mental health problems refer to conditions that interfere with the person's thoughts, moods, feelings, social interactions and their ability to function. One in five Americans struggles with a significant mental health problem every year. Even co-workers with chronic medical problems will experience mental distress. They are often tired and in physical pain. Other difficulty such as financial, family strain, can further weigh down an already difficult situation. When we are talking about this kind of diversity, everyone might put on a smile to come to work, but there is a lot of diversity in their fitness for duty for coworkers. Some of her coworkers are on top of everything and doing great. But some are silently suffering and silently suffering from tremendous problems that slow down their ability to work well with us.

Managers know that a great team is more than a -- the sum of its parts. The best teams that the best parts -- deliver results, value each employee. It's important that we support those with mental health issues. There needs to be a culture of support and what is expected. Each individual brings a unique skill. In thinking of working with this diverse group that is in every work environment group., Those who are feeling distressed feel scared, guilty, lonely, sad, hopeless or angry. Coworkers that are struggling with emotional distress are often distracted, and not able to think as sharply or normally as they have in other situations. They often have difficulty keeping up with productivity or avoiding mistakes. Simply put, it is easy to let ourselves get caught up in negativity about a coworker who is struggling. If we decide to define their behavior as bad, or lazy, or negative, we are at great risk to react in a hostile way. If we do find their behavior as a result of suffering, we are more likely to respond with kindness and patience. What does this mean? It means some coworkers are going to be challenging. Some are going to be really difficult to get along with. We can choose to react with anger and negativity, or we can choose to be a superstar and stay calm and patient and calm. And kind also. Supporting those who do not sell well emotionally can go a long way. Recognizing that they have an illness and not that they are that illness can also be helpful. Feeling cared about can be the way to relieve anxiety and an employee. The manager sets the precedent for other employees regarding the values of the workplace and sets expectations for the regarding the supportive environment. Recognizing that everyone's needs are not the same in every point in their life, and knowing where your employee is at that time can be helpful. Learning to view problems free of fear or negativity is an important area to think about. This will keep the work environment calm -- calm and positive, we

culturally have a tendency to overreact to problems and difficult situations. Due to our culture having a high level of acceptance for conflict, this creates many problems. Many people live in fear of conflict and do everything they can to avoid discussing difficult issues. Some people have embraced aggressive tactics when dealing with different -- difficult issues. They have higher rates of seeming successful working out problems, but in reality, they are typically the despised by their coworkers due to their disrespectful pilings -- problem-solving habits. Regardless of her reluctance to confront tough issues or challenging people, we need to push into that. We can't advance succeed or grow without discussion about problems or discards -- concerns. What does this mean? This means that if every single company and organization with many problems had an overreaction to all the problems, then we would be living in an environment that is continually stimulated by lots of neck a little -- negativity. Of course our problems, and we have a calm approach to all the problems, then everything becomes much more easy and less like we are trying to figure out who started it and who caused it. It becomes more about working together on the day-to-day issues that come up.

The best teams are made up of individuals who complement each other skills and fit well within the organizational culture. A successful team doesn't agree on everything, but when disagreements arrive, they tackle them in a respectful way. Some extremely successful environments, encourage discussion, because the ideas born from debate helps their products. When you are at the helm, -- he asked Apple teams to challenge ideas to discover optimal solutions. While building healthy habits to manage differing opinions from the team may be hard at first, it is crucial. A team that operates in harmony, but never speak their minds, will experience stagnation. Within the organization, there are examples of conflict.

Here are some thoughts about the basic skills that are involved in working successfully with each other and getting along. We touched on this a few minutes ago. One of the most important things to do is to not jump to conclusions or make assumptions. Make time to be good listeners. That can be challenging or hard in our busy environment. It makes a huge difference in coming from that perspective of considering the coworkers as aliens and trying to understand them and have closeness with them. I need to really spend time getting to know them, and seeking information and paraphrasing what I think I hear, or what I thought I heard them say. That makes a big difference. If we want people to know us, we need to do more with self disclosure. We need to share more about ourselves and the world and our reality. The platinum rule that we are reviewing -- referring to there is the next step after the Golden rule. Everybody knows the Golden rule is treat people like you want be treated, the is for diversity superstars. It says, treat people as they want to be treated. That's another step where you can spend a lot of time getting to know, listening, finding out who those people are and how they work. Sometimes you may find that a big impediment to good communication and getting along is our attempt to just use email, text instead -- instant messaging, as they can be misunderstood really easily. They can be confused and we may have seen people get off track on what our intentions our meetings are. It is hard enough when we are trying to speak to each other much less doing it digitally. One thing that is important is to stop any messages and get on the phone, and speak face-to-face.

It has been said that a successful manager is able to match tasks to the talents of the people. Knowing each other and finding out how they would like to be addressed would help with that. Effective teams can have technical skills as well as emotional intelligence. Emotional intelligence is more important than the IQ of each team member. Individuals who are socially aware can have a whole

group with better quality work. In this study, measured group intelligence, adding them in groups of 2 to 5. They were put in tasks of solving problems, negotiating, and then they were evaluated on their performance. They were given a group intelligence score. Neither intelligence of the highest intelligence of the member or the group affected the intelligence of the group. Social and emotional intelligence was the one factor that improved the productivity of each group. The whole team can benefit by managers knowing their team.

We are not going to talk about taking a positive solution focused approach. This is an enormous area, and we will just scratch the surface today. It is an area that people on this call would like to Google later. They can learn more about this as it is an enormous step in problem solving and getting through difficult issues. It turns things around from our normal focus on the negative to looking at the positive. There is a wonderful baseball story about a Chicago Cubs player. He was in a terrible slump. One of the cultures found them in the training room sitting by himself watching films. The coach asked what he was doing and the player responded that he was watching films of all the times he had been -- striking out recently. He was trying to analyze what he was doing wrong. The wise coach told that player to put all that film away, and get out the film of when he was hitting the ball and study that instead. Quickly, the slump was over and the player was back to being a great hitter. That story illustrates a major problem in our culture. We are very problem focus. We tend to take a difficult or challenging situation and endlessly beat all the failure and negativity to death. We tend to get caught up in whose fault it is. This makes for difficult discussions and conflict easily arises because nobody wants it to be their fault. The positive solution focused approach is the opposite. It assumes that sometimes the problem has been solved, or sometimes the problem has been much better. It assumes that there has been progress, it assumes that everyone has made contributions to improving the situation. It assumes that we already know or all of the answers and even if not, it assumes that if we constructively put our heads together, we can generate some great ideas and possibilities. These discussions are much more pleasant and creative. They do not involve blaming anyone, but rather finding all the contributions each person has been making.

In successful cultures, the culture is about attracting people would be most successful and deriving the behavior that makes the cut -- company successful. This will stand the test of time, they will celebrate together through thick and thin. We talk about celebrating achievements, and showing abrasion for the efforts of coworkers. This is necessary to the function of an effective team. It needs to be expressed on a consistent basis, coming from the top down you as a manager.

I'd like to talk about the importance of quality time. At the beginning of the presentation I brought up the conflict between the Japanese and the United States during World War II. The reason that the two countries moved from horrible to good friends was that following World War II, the United States occupied Japan for many years and are citizens had a chance to spend time together during the occupation. The two sides were able to discover that neither side was a demon. In the world of conflict resolution, and when you look at historically, as nations have learned to get along, that's the number one factor that you see. People stop demonizing each other, and stop isolating from each other. The groups of people came together and began to spend time together and experienced that they were all human beings. They experience that they were -- there were no demons in the room, and the new appreciation for each other developed a friendship. You have to get together and spend time together. Even when all the team members work well together, they still need good

leadership. The role of the leader is not only to set an example, but to also provide effective feedback and nurture the skills we have mentioned. Even if you're not a leader, you can still offer ideas to create a stronger team and work environment. The role of the team leader becomes even more important as they are the one responsible for hiring the right people and encouraging communication and ensuring team members work toward the common goal. Managers can use the time with employees to facilitate humor. Humor may not be an obvious factor in the effectiveness of a team, but inspires trust and intimacy. It can lead to better team interaction. The medication is important, but really matters is proactive and efficient communication. This has been demonstrated when a team member provides information before a meeting. -- Being asked. They take team initiative by guiding and making suggestions to other team members. Provide updates, create situational awareness for other members, to recognize the value of time and communication with others.

One of the big messages in this is that if you have a team that focuses on get along as well as you wish, think about how you can do some do some teambuilding activities. How can you spend quality time together? The other thing you could think about in this area is that it is easy for different departments to get into conflict. All the sales -- [Silence]

If you can hear is okay, these major hand, it looks like we had a sound issue. We had a blink in the technology. I will ask Bob to back up a little bit. If you miss anything, we can have a chance to rehear it. Hopefully we are back on. I was talking about how one of the most powerful ways to come together is to have a tremendous feeling of positivity in spending time working on the relationship. Your business teams benefit from simple things like potlucks, and team meetings, and informal time together to get to know each other as people. It's very common in businesses for different departments to get into negative spaces with each other. The finance department, the sales department, the production team, might be in conflict. The way to overcome that is to have some sort of time together. You can invite the other team to a potluck and organize activities where people get to spend time as human beings together. It makes it tremendous difference in being able to move forward in a positive manner.

In summary, we want to look at how there are typically trainings on conflict resolution in the perspective of that everybody has a lot of conflict and that we need to learn these skills to resolve them. But what we are talking about today, is the basic skills that would normally be talked about in a conflict resolution training, and they are the skills that we can begin to use upfront. We can use them on a daily basis, begin to expect our employees to use them, and we might not have to have conflict resolution training. We might not have to have a world full of conflict. We might not have to accept conflict in our workplace as we have in the past. I'm going to ask Jeannie to pull up a poll question. It's helpful to us if you could share some positive information you learn today.

It looks like we have some responses coming through. Some folks say that they are going to listen more intently to their fellow coworkers. I think that's a huge one. Another one says they will focus more on the positive instead of the negative. What kinds of things are using?

It seems that a lot of the message that we were trying to get across was coming across in the answers. It seems that people are emphasizing that they heard the message about staying calm and listening better. It seems they heard that they are trying to assume difference rather than sameness. They are mentioning they learned about taking a positive approach rather than focusing on the problems. One said they realized that we are all aliens one to another, and that it takes a little bit of time and energy to overcome that. That's really good. A lot of

the ideas that we were trying to get across are in the answers.

I agree, I saw some responses that folks put in through the Q & A pod and one was about focusing on that positive solution approach which is huge. I'm going to remove this poll question. I appreciate everyone's responses. There are lots of great takeaways. That's what this is all about. I'm glad to hear that people are taking away some new approaches to their everyday circumstances as it relates to working with your employees. I'm going to talk a little bit more about your EAP, because we do have time for questions today. This is an excellent resource waiting for you. It's something that your company has purchased for you, it's available 24 hours a day, seven days a week. Is available for you personally, or as a manager, human resource professional, and it's also available to your employees and family members of employees. It's a robust benefit for sure. You can call the 800 number or access them via the web. If you're not familiar with your specific 800-number or web address, please reach out to your HR department for that information. I would say given that topic that we are talking about today, from a resource perspective, your employee assistance program has a special service just for you. If you are, for example, seeing issues with employees and conflict, or in morel -- morale, there is a specific component of your program that staff who are experienced could help you. Your opportunities are unlimited. You can consult on any specific thing going on within your employee group. To get some advice and direction and a plan in place. I want to point that out given the topic that we are talking about today. I am going to turn it back over to Dr. Bob Rasp and Nicolle Wicker, to take some questions. Take a moment and write your question into the Q & A pod. And then we will turn it back over to Bob and Nicole.

And you Jeannie. Here's one question, how do you create quality time and a work environment? It's more common now that people are spread all over the United States on teams that work together. You can definitely schedule positive time in a virtual work team. Often when we get together, it's hyper focused on the work and issues. But they can spend time before or after the meeting and asked people to share a little bit about what is going on in their state, or some of the positive things that they see going on in their country or their group. They can share what they have been up to. I still think that you can do a lot to increase the quality of relationships by taking time to do what we would do if we were on the same room.

To piggyback on that, as someone who works out of the office, I think that scheduling more meetings would be better than if you were to meet together with those who were in the same office. It allows individuals to share more often what they're going on in their personal or professional lives. Make that time available to those employees, and it can be invaluable. It's one thing to receive an email you barely know, but if you get to know them and their cat and their child, you can give that person of personality and emotions. And it may allow us to treat the more kindly sometimes.

One thing that comes up that is challenging is when you have a team member who appears to a negative person all the time. They don't seem to be willing to act in good faith or participate in healthy ways. So, that is something that we certainly consult on with managers all the time. We have a workplace support team, and managers are always free to call in and do a big consultation from one of our experts on a difficult employee. As I said earlier, we should expect that some employees are going to be more difficult than others. Some employees have all kinds of problems we don't realize that make them seem much harder to approach. I think that the job of managers is to work a lot with that employee. I employ -- I suggest that you would take an incredibly positive solution approach using a lot of the behavior modification with that employee, focusing

on when they do something right and when they were on track, when they were headed in the right direction. I would be praising them a lot. I would notice every positive interaction, everything that they move in the right direction I would let them know that I appreciate that, and that is meaningful. That employee -- I would try to spend more time with that person in a human being personal level, so that employee feels connected to me. Those are the kinds of things I would do.

As we said in the presentation, we need to set the expectation that it is a professional work environment where everybody treats each other with respect and everything outside that line is unacceptable. Setting those expectations might include providing examples, because his individual may not be used to this expectation. Praising them when they do it correctly, partnering them with other individuals a mentoring situation might be helpful. We talked about how some individuals don't feel well physically or emotionally, and finding out if something else is going on to create that behavior is important. If this is an outlier individual, then we need to set an example to influence this individual. One question talked about how to deal with employees who are concerned about privacy. They may not want to participate. I think it comes down to personal choice. Different individuals may feel different about different levels of privacy. If that individual does not want to share, then their privacy is respected as well. Not everybody is coming from the same place in their life. They may look different two years later, we need to recognize that we need to keep that door open at -- to communication and recognizing where they are at in each stage of their life.

One question is how to create an environment for win-win solutions in an extremely fast-paced environment.? Management takes lead on a lot of things, so making it clear that to move along quickly and the most efficient way to move quickly is when we stay on a positive level. Role modeling is very important. You want win-win solutions, you want to use the basic behavior modification to praise staff that are working in win-win ways. You want to praise and make that public. Those things make a difference and help.

The goal is never to discipline employees, but to help and guide them. When do you think the disciplinary process comes into action? Your HR department would be the resource in regards to disciplining. If they have broken rules within the organization, you would need to use your HR department to guide you through that. Obviously, the EAP would be a good consultation tool. Sometimes being creative doesn't always require a discipline action. Having that open dialogue with that employee to follow through, may help you to an -- see if maybe they don't understand expectation. Some things come down to cultural norms. -- May just come down to cultural norms. When the employee does understand the expectations, I would check with your employee assistance program or HR department to guide you through this.

There's time for one more question. What is the best way to manage a positive outlook when your company is going through extreme changes? What do you do when there is not a lot of information coming down the pipe from upper management? That's very common to have a lot of changes and things can be left hanging. I think it's really helpful to validate that it is making everybody anxious and on edge. It's important to validate and mentioned that everyone feels anxious. Make sure that you thank them and thank them for coming in and working hard, thank them for having a good active -- attitude. Validate that it is hard to stay on track and stay calm. It helps to get your team together to talk about what the team members need to cope or calm down. Focus on the positive and the upbeat and the skills and the resilience rather than the issues.

Thank you, we are out of time. I'm going to put our exit poll question here. Can

you take a moment to fill that out? Please rate your satisfaction with today's webinar. If you could register your response, click it and it will register your response. Just click it one time. Thank you for providing your feedback. It's very important to us. There is also the certificate of completion available to download if you would like as well as the handouts. I want to thank Dr. Bob Rasp and Nicolle Wicker for joining us today and sharing their vast knowledge and wisdom on this topic. It is a treat to have them. We are grateful they were able to share the knowledge that they have. I also want to thank those on the call for taking time out of your busy day to attend. I know that is no small feat to carve that time out. I encourage you to make use of our services. This concludes our webinar today. [Event Concluded]