Responding to Negativity and Anger in the Workplace

Welcome to responding to negativity and anger in the workplace. I am --, I am your moderator today along with my colleague. I went like to introduce our speakers. They see started is the senior EAP and consultant for our work this program. She is a lie six consular and has taught psychology because she has also provided intensive outpatient care and currently is a private practice therapist specializing in the areas of substance abuse, mood and personality disorders. Sandy Gage has been with since 1998. She is the senior EAP consultant on our work please support Dean. She is a licensed professional counselor. A certified counselor, substance abuse professional and substance abuse expert. She has over 40 years of clinical, administrative and managerial expanse in public, private and corporate settings. She has extensive experience in developing and implementing successful plans of action for problem resolution in the work lace. With that, I am going to turn it over to Sandy to begin today's presentation. Sandy.

Thank you. Thank you for having me here today. I am very excited to be with you today to talk about such an important and timely topic. As we were discussing this topic I want you all to take about specific examples of negativity and anger that you as supervisors, HR managers have experienced in the workplace. This could be past experiences or present expansive.

I got a question for you. I want you to raise your hand if you have seen an increase in anger and negativity in the workplace since the pandemic? I will give you a couple of moments to think about that.

Of they do not have to think about it, Sandy. The heads are raising.

[Laughter] You know what? I am not surprised at all. The workforce has been cut up to 70% . We are each carrying about twice the workload now with the fraction of the resources. In place at all levels are frustrated, there angry and they are anxious about their futures. One of the new executives and it always seems it is like the new executives coming on board, -- has dried up . People are too stressed to do anything but keep their heads down and count out their work. You can feel it when you come in the door. Does that sound familiar? That could be right now or could be a past place that you worked at that you could feel that when you walk through the door. You cannot enjoy your weekend up because you were already worrying about coming into the work lace Monday. It was just like heavy, negativity so thick you could count it. It is not a wonder if we are hearing that type of stress and as I stated employees at all levels are frustrated, angry and anxious about the future. We talk about negativity and anger in the work lace we are looking at it on all levels. Today our main thing is how to address it as managers and HR people. The first stop is with self. Lacey is going to give more information about that. That was the first place we have to to start is with ourselves. In my anger and my negativity and how I am showing up. It makes sense that employees around productivity and customer service levels are always at their highest when I am please work effectively as a team and practice just the basic tenets of being civil with each other and being respectful toward each other. This means treating coworkers and customers in a very professional and respectful manner. We know that, unfortunately, this is not always the case. Sometimes employees come to work and what did they do? They show inappropriate and disrupt the behavior. This behavior is not consistent with professional expectations. The result is significant -- to the organization as well as to people and other people. Can occlude the organization potential and liability if these behaviors are not addressed. I am the question asker's I have got another one. Janie, this is the question.

Sandy.

Is it up there? Do they see it?

Responding to anger and negative in the workplace --. All right, all right, all right. Yeah period I got some good answers for you. I do come I have got some good answers for your. I hear you, I hear you, I hear you. This is what this is about today. To make sure, this is my number one tenant in this is something that comes from years of practice. Not taking anything personal. Even when it is coming straight at you and it feels mighty, mighty personal do not take it personally because when you personalize it that is when we start feeling some kind of way. That is when we respond in a manner that is not going to be a resolution of the problem. Is just going to compound it. So, our objectives today this is what we come to do. Identify common characteristics and behaviors of negative and angry employees. Understand the importance of -- especially the leader. Learn tips and strategies for come combating negativity and anger as well as receiving additional helpful resources. I love those responses I got earlier from the pool question of what the biggest challenge is. One of the things is being bothered with the negative energy. It is not the type of thing you can act like it is not happening. At the end of the day it is going to cost the company the bottom line. Let us talk about the impact of these destructive behaviors. Let us talk about recognizing and intervening. The impacts of negative behaviors of an organization are so far ranging because this is disruptive behavior Prickett and impacts all those that come in contact with the. This results in decreases in productivity, work performance, employee commitment and company reputation and all of that affects the company bottom line. A survey that was connected by -- it was called -- in America, chapter 7, the state of civility. 30% of managers indicated that they had fired or threatened to fire someone due to incivility. Nearly 45% of employees say they had quit a job due to an uncivil work lace. A Gallup poll indicated a wealth of good employees across the company 60% of employees salary to replace. Additionally, 87% of workers indicated that workplace incivility has an impact on work performance in the following way. Of course, we talked about the morale. 50% responded saying the morale suffered. 45% of the respondents expressed the desire to quit. 38% felt anger toward coworkers or their employer. 33% discouraged others who work in the workplace and I have to stop therefore a little quick story about a program that I work for. This was years ago, back in the 80s. On the outside it was such a perfect program. We were such a perfect staff, we were visible in the community, we were doing really great work, we looked really good and everybody wanted to be a part of it. They just did not know that we were living a life of horror behind closed doors because we had an executive director that was bully in the biggest form and that was his management style. One day a young lady came to work to apply for a job there and we were sitting there like shaking our heads really you do not want to work here. You really do not. I can identify with this discouraging others from working at the company. 32% experienced negative effect on their personal time. May be working overtime when not expected, deadlines not being met so that is overtime as well, not meeting expectations as far as product Jevity and project. Those type of things that there is only 24 hours of the day and 23 of those feel like it is dedicated to work. Of course the proverbial 23% called in sick. We know at the end of the day what does that cost the company the company's bottom line. Now let us talk about the type of employee behaviors we encounter in the workplace. The gossipers. Y'all know about the gossipers. Everywhere every time you turn around they ask somebody talking about something or someone. This is how things get tricky. Is it chitchat or is it gossip. When light conversation elevates the negative, inflammatory and embarrassing to the peep person being spoken up. You ventured into gossip terrain which in HR speak is a form of attack and workplace of violent. A lot of folks do not know that. That can all be placed in that together. If you are not sure if it is chitchat or if it is workplace violence does the chitchat rejoice in the misfortune of others? That is gossip. Does not have a negative, emotional chart or seem to perpetrate negativity ? that is it, there we go. Does not hurt or damage the one being spoken of? Would you say

this in front of that person's face? Ding ding, that is gossip. What you do with that , a lot of times there is a worker they get something they felt they should or disagrees with the change of direction and now they are holding grudges or did not get that promotion they felt they were entitled to, they are even quick to hammer out leadership. Talk about it talk about it talk about it. This is from me to you all, you start talking about the company come I do not have any time to hear that. You do not like what is going on here you can always sleep. That is my approach to it, I am not trying to hear it. Some negative consequences of workplace gossip include a decline of trust and morale. Work production goes down because people are mostly caught up in the drama like teenagers. What that basically is the company is paying the gossiper to gossip and then paying the other employees to listen to the gossip. Anxiety and tension are high as rumors circulated and people walk on egg shells without knowing what it is that is not a fact. People take sides because you know people will take sides real quick. These are some of the negative consequences of work place gossip. It has negative impacts upon the work place but is unexpected turnover as well as lots of good talent. Left work due to a toxic work environment. Trying to get rid of it and zero tolerance policy of workplace gossip. Many companies protect employees from disclosing sensitive information to others. If, for example, a manager discloses confidential information that leads to workplace gossip about an employee that manager faces the risk of disciplinary action or even termination. You are supposed to set an example that you do not engage in it in any kind of way. As a manager you bring up this type of gossip in a staff meeting to educate your team on the negative consequences. That is incivility. Just a mad, just disrespectful. You know when you get someone like that something has got to be going unsurely. You cannot hear it that way. When we talk about incivility and this is talking about engaging and rude, disrespectful speech our behavior. And physical intimidation. Such as making insulting and demeaning statements using angry and hostile tones, parading staff and colleagues in front of others, and shouting, throwing things or slamming doors when displeased. These behaviors are often directed at anyone the employee disagrees with or is agitated by. Do not even try to talk to them when they are acting like that. Do not engage in that. Let them calm down and you take them to the side and have a conversation and let them know that behavior like that is absolutely unacceptable. We will talk about that a little bit later too. Then, you have got the bully. The bully. It can include the uncivil behavior but the visible means such as social isolation, condescending or contentious communication. That is why not telling someone about an important meeting they are supposed to be a and telling them nothing about it. That is isolation or as excluding someone. Living on do or unwarranted amount of rope to someone that you know is just kind of setting up for failure. That is all direct at a specific individual. Characterized by a persistent, abusive and intimidating behavior or unfair action. Like I was talking about before. Constantly changing deadlines. Core performance reviews. Causing the recipient to feel threatened , abused, humiliated or vulnerable. Bowling is about having power over someone else. That is often a direct report. Also, anyone who may seem weaker to the bully. Aright, here I go again. You know I have got a question for you. I have got a question for you. Raise your hand if you think bullying in the work place should be illegal?

Getting some raised hands, Sandy. Lots of raised hands. Lots of raised hands.

Yes. That is very interesting to me is why it is not. Why bowling is not illegal for the damage that it causes. Account too be seen as work place violence would negative with negative impacts that bullying has not only on the recipient of the bullying but the organization as well. Then we have got straight up insubordination. Just refusing to obey an employer's lawful and reasonable order. We are not talking about something that is unreasonable in this is not to make light of this. My we talk about being insubordinate. When nine 11 happened 9/11 some of the supervisors were telling the employees to stay put, to stay at their desks, do not leave. As I looked over at the window at the other tower going down in flames. That might be a taste of insubordination you might be willing to take. That is not what we are

talking about. We are talking about in order or giving you a directive that is lawful and it is reasonable. That is the word we are going to circle is reasonable. This can manifest as a single event, it could be worthy of discipline or termination or a series of lesser events at work that undermine a supervisor's authority over time. Examples of the latter include repeated warnings to reduce hostile remarks in meetings or to reduce harmful gossiping about other employees that go unheeded. I would like to hear some of those responses that we did get.

You want me to pull up the poll question about bullying at work? Alrighty, here we go. This poll question, there you go, I am looking at you. I am looking at it. Not surprised. You know when I can identify the manager whatever I think about it I think about that particular bus I had and I just remember really being dedicated to what it was that I was doing, the work that I was doing, the people I was working with and at some point I was almost trying to normalize it in that case. It got to the point that it was a acting me emotionally, physically as well as my work performance. I hated going to work. I can definitely identify with that. So, I have talked about the gossiper, have talked about the bully, I have talked about the insubordinate one, the one is that is not going to do what you ask them to do. I am going to go ahead and turn over to Lacey so she can discuss some reasons for disengagement. Take it, Lacey.

Thank you so much, Sandy. Yes, one thing I wanted to talk about that we have not addressed a whole lot yet is remote work. I know a lot of companies have shifted in organizations have shifted to where you have transitioned either all of your employees are most of your employees working from home. It is a permanent change for some companies or at least a temporary permanent change. If you are not checking in with them regularly and it may be more deep difficult to determine what is going on. One thing if you are in place were barely engaged in their normal work environment, you probably know the ones that were already struggling with the. Chances are even more so when working remotely. Is probably still there and, in many cases, it may even be more agitated right now. Most of the time and play motivation stems from one or more of these outside forces. Interval differences, organizational culture, conflicts with workers. You will notice the very top when there at the very top of the list is stress. If stress was not already causing people to be disengaged which is what anger look like it certainly is not. It is causing anxiety even in the most stable competent people right now. If communications were Artie strained in your department may be due to orchid organizational culture, confidence of workers where leadership style remote lurking will members of your team are not only dealing with the stresses of work but they are also dealing with distractions. That is all causing extra stress in the work environment. As a leader, you have two important tasks when dealing with motivation. You notice it as soon as it starts and to address it quickly. If you do not this will lead to further negativity and possibly angry employees down the road. If you think about employees that were struggling before the pandemic, schedule some individual time. Another way might be a rag Giller social motivation type optional meeting. Maybe once or twice a month coffee hour for folks to stay connected to each other.

It is being about connected to you as a manager but also being connected to coworkers as well. So, how do you recognize disengagement? Before it gets to that negative, angry path, how can you tell? I think some of the best ways to look at this. The first three on here are pacifist engagement. They are not necessarily angry but is shifting to be a little more disinfect the. They can con contribute or produce less. It is a problem that is not the motivation, whatever is impeding productivity is likely outside their control. The can worsen the problem because of the frustration level increases the they know they do not have control over the situation.

Another way is that they are not engage. They intend meetings but they do not actually purchase a day. Responsible for any cursory and very short best and you just can tell they are not interested in engaging with you. To avoid interaction and voluntary activities. This is especially troubling they are not showing up like they used to. Start to see that pattern especially of those that did previously participated might be something you want to address are attracted to setting up some type of monthly, so if you need volunteers for committee or project shy away from cheers you could just tell they are not as in cases with these to be

This is crossed over from past disengagement to active disengagement which is obviously what you want to heads toward when someone is actively disengaged or angry they want to make sure other people know it they tend to followed coalitions of others who are also angry and frustrated. We all know misery loves, but knee. When you have this employee gathered together some extreme cases they even start to sabotage were is essential to address this before too much damage is done.

Hour's focus is going to be responding to a negative or angry employee. And how to get that going for your first HR. Training to managers would just difficult employees. HR should and on undercover the underlying issue. A critical step is getting the manager to recognize that a problem exist. Managers often avoid dealing with interpersonal issues it is very difficult to resolve. What is your greatest challenge in all those answers were absolutely right on time. That is the reason why managers go the reason why we do not want to do it. That can exist assist managers in identifying the problem and strategizing possible solution. Employees employers should that conflicts are resolved earlier on to act like somebody is acting in such a way that is slowly armed not only to others a bunch of the organization. You can bet as the girls little and funding that is so much more than what it had to be had in the blood in the beginning one of the main tools that you have are your policies and procedures need to be very clear and specific about what behaviors are tolerated, what the consequences are for those behaviors that are not tolerated. Very specific and very, very clear. That do not meet you going to come right in and chop the head out very clear about aggressive discipline. Some things that happen off the bat, that is it. Zero-tolerance, not having it. Anyone in the organization were to from the top down have to be consistent in how you apply the policy as well. If you have got a used that is triples read on to if you got a manager like that you can bet it is going to have a day have utilities difficult often when amply document, document, and document. Consistent. Consequences of things to work through the company, manager self talk, what you are session. You only want to presume you do not want to throw in even if it remains removing you should learn how to act rather than react. When you react it is an instant response. When someone is act ding the last thing is to join in with that. To deal with feelings. If you deal with feelings it is going to become personal and then it becomes emotional and then all is well. You want to deal with how the behavior directly impacts the work place. You are not attacking the person when you are talking about the behaviors and how they impact the work please. You can be directing the communication. Look past the vision to try to figure out what the underlying issues are. The focus is on the future. All right I am going to go ahead and turn this back over to Lacey. Project thanks so much, Sandy. Salon keeping in mind what Sandy was just talking about so looking inward and managing your own feelings. Is impossible to a block negative emotions at the work place. I do not think we should try to do that necessarily. I know a lot of work laces tend to think negative emotions are something to be washed aside but if we do not address the negativity, negative emotions brew and it takes courage for leaders to deal with the emotions. One of the most important elephants in the room is looking in the mirror and addressing your cell. If you lack emotional self-awareness you affect your own abilities to help your team with there. If you are not dealing with your stuff is going to be hard to help your team deal with there. You can model behavior so you are doing what you need to do for your organization and for your employees. Take a minute, take a slow deliberate account what is going on and how best to

handle it. Working on the not reacting but just planning what you need to do next. Next up is control and letting go. I think the current climate, one of the most important thing we can addresses our need for control, our own new as well as our employees. What the most challenging aspects of COVID-19 is how out of control people feel. How can you accept what is happening or how you are feeling one of the best ways to determine what we can control and what is out of our control. Let go of the emotional tug-of-war with the control and put your energy towards things you could control. Learning to ride the wave of emotion instead of trying to fight against it. Can help your employees be a better able to do that as well. So, how do we determine what we can control what we cannot. Obviously, our attitude. While we have no control over positions we get to choose our attitude each day. Each day brings adopting gratitude in Fostering Hope. We can look for solutions to problems and think outside the box. Well it is have control over how we treat other. No no matter what is happening in the world we can be kind. We cannot treat people with compassion and empathy. It is important now more than ever to try to get along. Try not to stigmatize things right now. Taking precautionary health measure. None of us can predict or determine if we are going to get sick but we can follow the guidelines recommended by health officials, we can social distance, washer Hansons day home if we have symptoms. Taking care of us ourselves with good nutrition and exercise. Some of the we cannot control, who contract the virus. We can take all the precautions in the world that we or someone we care about might still get COVID-19. Likewise, we may have people around us that are making decisions, making custard contradictions what the health organizations say to do but we cannot control what those people do. The economy. Cannot control the economy and I know that has been stressful for a lot of people. Many people are without jobs, many people are struggling. I am sure you have employees and other family members have been impacted. They have not been impacted directly most people have been. If you have been impacted at your company, looking for federal assistance in ways you can get help can help yourself as well as your employees. And, of course, how long restrictions will last. Here in St. Louis we just went into another milder kind of lockdown. I know people are frustrated. One of the most challenging aspects is you do not know how long this will last. There is no prediction. The more we can stay in the present the better. I think it is triggering a lot of anxiety for people. Several people have told me if I just had an end date, if I just knew when it was going to be over. I could focus on the and have some reassurance but not having that and we are not going to have that for a while I. You just have to focus on what you can control. So one thing we do all have control over right now is how to care for ourselves and this time. Now more than ever I think leadership can be the most effective when they prioritize themselves. It is time to rethink self-care and what it means. Meditated, exercising its all self-care but it really goes far beyond that I think. I really like this quote to self care is not chocolate bars and chocolate cake. Thick about that statement for a minute. I think it is so wise. Instead of just struggling to get from Monday or through the next week until vacation how you build a life where you do not have to escape from. I think in our culture it is about treating yourself and we have a whole built into that. Our country makes a lot of money over us not taking genuinely care about some. In reality self-care has a whole lot to do with taking care of yourself. Making choices for your long-term wellness. Thinking about some ways that might translate. Making a Dr. Appointment you have been avoiding. For me that is the dentist but I would avoid the dentist at all cost if I could but I also know how much better I felt when I make that up ointment and take care myself. Doing things in small increments. It does not have to be all or nothing. If you can get out the black and white and allow yourself to live in the gray. Yes it would be ideal to drink eight glasses of water a day. If you normally drink coffee or soda could you swap out have for water during the day. Take a 10 minute walk around the neighborhood. If so, then to that. Leave a few minutes earlier than normal. Slowly adjust to the new norm. Unearthing I have been focusing on is making my home as pleasant and inviting as possible. It is even more important we are spending more time at home so make taking time to make your home more comfortable. Washing your limits more often keeping your home as pleasant as possible. Taking time to sit at the table and eat a meal. Being in your

home and recharging right now is important making your space as inviting as possible is a big piece of that. Another thing is making more time for people. Setting him up as much as you can of setting up of zoom call. Watching some television show and then discussing it is helpful. When you take your walk reach out to your sister, have a phone call with her. Make connections with other people a priority. And I have got a poll question here. What do you guys do to take care of yourselves? What are some things maybe I did not discuss that you do and they are helpful for you to take care of yourself. I see exercise from lots of people.

Read a book, how is that Crismark

Yeah, meditating is great.

Walking with your kids or pets.

I love to play with my dog or take a walk with him.

I am a big manicure, pedicure, yes.

It gets you out of your head and get you doing something.

I think those are all great options you know. Really thinking outside the bomb's, some things I used to love doing. Bringing back things you used to love to do but maybe did not have as much time to do, bringing those back.

It is important for you all to keep in mind there are many resources available. You never have to feel you are alone in the challenging and difficult employee issue. Internally. Jik HR will also help ensure you are operating within the parameters of your company's governing policies and procedures. One of the things we always consult about is what are your policies and procedures. If you stay true to those, if they are clear and specific, if you stay clear and true to those you will be able to have a good line of defense. The policies and procedures are your number one line of defense in responding to negativity and anger in the workplace. They should be clear about specific behaviors that violate the work place policy and policy violation. In cooperation with your HR department it may involve your legal department but for the direction on your company's security department. Externally your EAP workplace support team, we are available to you 24 77 days a week. When you call that one 800 number you look at a professional and confidential consultation and guidance with an experienced license clinician on your employee and team concerns and challenge. Should you have concerns about an employee's welfare you may facilitate connecting an employee directly with EAP for assistant. If got the different referrals, you have got some company benefits there so your HR department and the work consulted can verify what your referrer options are and assist you in choosing the appropriate referral for your employee situation. We've got self-referral, that is where the employee initiates typical they called the 800 number, that is truly confidential. That is something that would be tween the EAP and the employee. Self-referral the employer does not have any type of feedback. With a formal referral the employer initiates it but he just wants to get feedback if the employee made contact entity keep the appointment. That is the only feedback that we get. For the mandatory referral that is a violation of some type of policy, this is not voluntary, this is mandatory. If you do not follow through with it than this, that and the other will happen. You will receive regular updates about the persons participation in the program. Nothing personal or confidential but about the participation in the program. So, I am going to wrap this up, this

question and answer has one more question for you that I would like to ask. It is going to be at take away whole. Poll.

It is up there, Sandy. What will you differently, what will you do more of, less of based on what has been discussed today?

All right.

What are you seeing, Sandy question mark more self reflective. That is why control my attitude. More self-care, more self-care, more self-care. I am a big component of self-care. Sets the tone you all. It sets the stage, it does. When you are taking care of yourself and you come out with the energy of feeling good about yourself it radiates right out. If you feel yourself as angry, frustrated and not doing anything to take care of that of course you are going to bring that into the work lays. And everybody you come in contact with.

Okay I am getting ready to turn this over back to Ms. Janie. Jenny, this concludes our slide presentation. I am going to turn it back over to you now.

All right. I am going to talk briefly about the EAP and in going to turn it back over to Lacey and Sandy to get to couple of questions hopefully. Just want to remind everyone about your EAP program. We are here for you to support you, your family, your coworkers, your employees and remember that we are your resource for leaders and HR professionals to provide that specialized consultation and action planning. Please do not hesitate to reach out to us. You can access services by calling your company specific 800-number or the web 24 hours a day. We also have a lot of COVID-19 resources on the web and that is continuously up dated so check that out. If you do not know your company's 800-number or web address reach out to human resource department or help there. I am going to stop talking here and I am going to turn it over to you ladies again if you want to start answering a couple of questions.

S I've got when here. How do you address stress for employees who are not working remotely and continue while you have got some people working remotely. I do think a lot of companies have a balance of some people at home and some people in the office. I think it is important to remind each side to everybody is doing the best they can currently. Work with what they got. What we are capable of. Trying to make sure that everyone is showing empathy and compassion for each other and that we all come I like to remind people we are a team. Everybody is on the same team and that team is whatever we work for you we are all trying to get that same result. Where trying to keep the at home workers and office workers, reminding them everybody is on the same page. Between the remote and in person workers. That you want to look for a question you would like to answer, Sandy?

I see one that says please clarify behavioral feedback. What you are addressing is the behaviors. You are not specifically talking about the person. You are talking about the behaviors. If there is a specific behavior that is causing problems in the work lays you be specific about what those behaviors are and how they are causing problems in the work place and what the expected behaviors are as well. We talk about poisoning the well. When it already has a confusion going on and you add to it. If it is gossiping or something going on that you are adding to it rather than nipping it in the bud. Especially gossipers when they come up. The best way to deal with the gossiper if it is simply to employ the best way to deal with the gossiper is not to engage them. When they come up you have got something else to do and somewhere else to go. If it is a manager then a manager pulls the employee to the side and has a conversation with them. Always anytime you are going to confront you always pull the employee to the

side. That is not something you would ever do in front of someone else. Lacey I see one with HR as far as negativity and anger.

Yes I was looking at that. I was thinking that might be a time that you might wanna call and get a consultation with your EAP if HR is part of the issue or you are not feeling supported in the HR department you might want to get assistance with your EAP. Here is a good one. How to deal with illogical, irrational people. While. That is a really good question.

Do not take nothing personally.

Do not take it personal, do not take the bait. One thing I really like to address with that is, you know, the higher up someone goes. If they are being chased up a tree it is not helping them for me to wrap up a tree after them. What is going to help them is to stay calm and stay grounded. So, the further up they go the calmer I get. The louder they get the softer I get. Eventually, that kind of brings them back down a little bit. Just keeping in mind when that person is being irrational, illogical or kind of getting worked up, the calmer you stay the more it is going to help them combat. Come back.

All right we have time for one more. You want to comment on that Sandy

Yes just a quick comment on that. Is when you are talking about someone that is acting irrationally, like Lacey said you stay calm. You make a personal connection. Pay attention to your word choice. Be empathetic, ask questions but , most importantly, detach yourself from the situation. Do not take it personally. Listen and let them vent know that it does not have anything to do with you. It should drive, Sandy and Lacey. Yeah, I think that is sound advice. So, we are wrapping up, guys. I really appreciate Sandy and Lacey coming today and sharing their knowledge and urges. I think that really shined through today as their first time presenting forests on these webinars. Where hoping to have them back. I have the staff action pull pulled up. We always want your feedback. Please rate your overall satisfaction