

Cultivating Civility in Your Company Culture

>> Welcome to "Cultivating Civility in Your Company Culture". My name is Melanie Ordonez and I will be your moderator today. Lacey Burch is our guest speaker, Lacey started with Magellan in 2019, senior EA consultant for the drug free workplace program. She is a life counsellor and taught psychology in Belville Illinois and provided intensive outpatient care to people with substance use concerns and currently has a private practice and is a therapist specializing in the areas of substance use, mood and personality disorders. I am now going to turn the presentation over to Lacey.

>> Lacey: Thank you so much, good morning and afternoon to everybody. I know everyone is in different time zones. Thank you all for being here today. I'm hoping this will be useful information and things you can take back to your teams to help the disability on your teams.

It's definitely become a growing issue. Mel and I were talking about it yesterday, our own experiences being out and about. Customer service and people frustrated and trying to manage both of those. So we are going to talk about how we can do some of that today. So, the first thing we are going to talk about are the objectives and what we are going to try to get accomplished today in this presentation. We are going to define workplace civility and then we are going to identify the negative impact of incivility in the workplace and with employees. Recognize the value of promoting a positive and civil work environment. So first to kind of get started I thought it would be a good idea to talk about what is civility and what is incivility. I think sometimes it gets confused or people maybe have a different definition than what it really is. Mel will put up a poll question. What does civility mean to you. We will see what you guys are already thinking and see how that lines up with what the definition of it is.

>> Melanie: Please type your answers where it says type here. Here you go, Lacey, some people are responding already. Lots of respect. Kindness.

>> Lacey: Treating others how you want to be treated. Keep that in the forefront of your mind.

>> Melanie: Treating others with respect.

>> Lacey: Treating people with dignity and respect which is a great one, I think.

>> Melanie: Someone here says humility.

>> Lacey: Mm-hm.

>> Melanie: Caring for people.

>> Lacey: Yeah, and obviously it goes to your customers, right? But your co-workers too. If you don't feel comfortable on your team it is hard to show that civility to your customers and people you are interacting with outside of the company. Yeah, I think everything that -- yeah, I think everything everyone brought up is a great point. So a definition, what is civility? Polite, considerate, respectful. A measure of the quality of interactions we have. So if you think of it from that perspective, what does that look like? What does that mean? The quality of the interaction I have. I think of my own personal experiences I have had recently out in the community when I try to get food service or in retail and how some of those have kind of declined and how we can try to bring some of that back as a whole in society. On the flip side, what would incivility look like or mean to you? Mel will put a poll up to answer that definition.

>> Melanie: Rude seems to be at the top. Hostile. Sarcasm.

>> Lacey: Yeah, I think hostile is getting more and more common unfortunately. Rude seems like the overall consensus. But I definitely think that's a great point. But I do think it's even rising to that hostile level now for a lot of people. I see that happening whenever I'm out and about with other people.

>> Melanie: People also put indifferent. Which is prevalent happening now. But that's a good one to point out.

>> Lacey: That's a great one to point out. Yeah, just even being apathetic, it's like they don't care, about the quality of the service or getting you what you need and that interaction. And even that could be

seen as incivil, right? In turn, after we talk about the definition, a lot of you put a lot of these on there, unprofessionalism or rudeness, you put that, shouting or swearing, which I see more when I'm out and about. Insubordination could be something on your team where there's incivility happening. Intimidation, bullying. Being offensive or humiliating. I saw an interaction the other day I thought was totally humiliating. I thought this person is just trying to do their job, the best they can with the resources they have right now. I think people are for getting sometimes things are limited right now. You can't always get stock. You can't provide what you are always able to provide. A lot of places have had to cut their hours because they can't find staff. When you go and they are short staffed people are for getting they are short staffed. They aren't taking that into consideration. That's part of the reason, I think incivility is on the rise as a whole with the community. At least here in Missouri, I see a lot of that. American's views on incivility in America. A recent 2019 survey said that most Americans have deep concerns about the state of incivility in our country. So most say incivility has risen to crisis levels. When I did this research in 2019, that was pre-COVID. I think if you look at where things are at now, we are probably even more to that crisis level. Over half of Americans expect incivility to worsen. I think since this research was done, it has. Over 30% have experienced it at work. That's a third of your customers. A third of your staff. Saying that the experiences at work. About a fourth have experienced cyber bullying online. Which has risen a lot. When I get on social media I see that being a progressive thing recently. And over half have stopped buying from a company due to uncivil representatives. I can personally say that's something that's happened in our households. We have had such negative interactions a couple times repeatedly at certain places we just don't patronize them any more. I think that's becoming more common for people. We have another poll we will put up. Which is a great one to think about. How much do we stand to lose when an employee is uncivil to a customer. Think of one employee, one interaction. How much do you stand to lose as a company from that one poor interaction? Someone said a lot, yeah.

Some people don't give second chances, or third chances. Sometimes you get one chance and that person doesn't come back.

>> Melanie: Reputation. Revenue.

>> Lacey: Yeah. A lot of that person shares that information with other people. Absolutely. I just had an interaction with a car dealership, I will tell you, I have told everyone I know, do not use this company. I'm spreading it like wildfire because the interaction was so poor and it's been multiple times.

You could lose that customer and every other customer they talk to. I don't usually post that stuff online but I see a lot of people who do. You can see a business get taken down just because of comments that light on fire and people commenting. People in my neighborhood will complain about a certain business and everyone piles on and that business looks really poor on that social media site.

>> Melanie: Thank you, everyone for mentioning. Like someone said, it could spread like wildfire these days.

>> Lacey: Oh yeah. One of the answers used to be probably 20 customers and now it's probably hundreds. I think because of social media, you are absolutely right. It could be hundreds. And Nextdoor has gotten really popular. Where people go to gossip and things now. You see people going crazy on the comments. It gets really entertaining but I definitely see a lot of businesses get, you know, put negative things out there about businesses. And I see that probably more than I see anything else except for maybe lost cats. Lost cats seem to be the number one thing on Nextdoor. But a lot of people talking about businesses and challenges about them. I think that's a great point. Now it's not just a handful of people that you talk to personally. It's every person who follows you on social media will see if you post something negative. The other thing, I thought, how about when exceptional service or civility would that cause you to do more business with a company? Considering you go out of your way to patronize the place where you didn't initially.

Maybe with your own business have you seen that, where one of your employees went above and beyond and you saw the benefits of that?

>> Melanie: It's the whole word of mouth again, Lacey, right? People talk and share. Giving a good review. And taking the time to do that. Sometimes we forget, we want to complain and make our voice heard. But that's so important this day and age to make sure people know when someone does something well.

>> Lacey: Yeah, absolutely. I went out of my way to contact a business and praise a certain employee. And they took that to heart, thank you for letting us know and I hope that gets back to the employee and they see some benefit from that. Other places got contacted. I don't want it to always be negative, right. The people doing their best to give you the best experience they receive recognition. Say thanks and hang up on me. I try to say I did my part. But I think it's important to remember it's not just the negative things we should be broadcasting or putting out there, or putting on social media. When someone does a great job that can build a lot for that brand. Yeah, builds a sense of safety and trust. I think that's a big thing with companies right now. They want to know they can trust you, you are reliable, dependable, they can come to you over and over again and get that experience. So let's look a little bit at employees and the negative impacts of incivility of employees on your team. Nearly nine out of ten Americans who work in incivil environments report it has negative consequences in their job and personal lives. Yeah, let's talk a little bit about before we get into it. How does incivility affect your staff or your team? Mel has another question in the poll and we will talk about that for a second.

When your team has incivility going on, that negative on a team can spread like wildfire. If that happens, what does it start to look like for you? Low morale, for sure.

>> Melanie: People talking about negative emotions, it causes people to shut down.

>> Lacey: Yeah. Tribalism. The tribalism can create little pockets of, you know, teams within your team. It could cause imbalances within your team. Good people leave, that's a very common one. When that toxic environment starts going on, on a team you will see your best people leaving right and left. And that sends a message. Sometimes I will say some companies I've been at, that doesn't seem to occur to them why are we losing our best people. It doesn't occur to them but maybe changes need to happen.

>> Melanie: People are bringing up loss of productivity. Absenteeism that occurs from this.

>> Lacey: Yes. Absolutely. Why would you want to go into work when you feel that toxicity the minute you walk in the door. I had a friend and we were talking about that. I'm having a great day and five minutes into work, it just went so downhill so quick. And that's definitely a precursor for people to call in, look for new opportunities, it's just so negative. So what this, you know, report told us. How it seems to play out the most. It hurts morale, it reduces work quality. It leads me to collaborate less, which I thought was an interesting one. It leads you to not want to work with your co-workers and work with them and be a team. Causes me to call in sick. Makes me want to quit. Causes me to discourage others from working here. You think of that one a lot. If someone came to me, I remember I had a job at one point and I had to show the people the ropes. It was a trial run for a sales job. We will see if this person would work out and they would ride along with me all day. I had this experience, do you want the real scoop on this job and this company? And some companies I worked for it was great and I had very little negative to say. And other companies, I was like I don't want to lose my job so I won't tell you how it is to work here, take from that what you will. It's not good to work at a company you don't feel you would want to refer people to work there too. And it negatively affects my personal time away from work. That's a big one. I have friends, I've tried to say you need to find a checkpoint. When you hit this point of the highway, work stays at work. Sometimes your job is so negative and toxic and just so rough, it takes away your weekend, it takes away your vacation, you can't enjoy any time away from work. That's really impactful on employees and starts to drain people as a whole.

So now that we have talked about some of the harder stuff, let's think about how we can support a civil climate, which I think is really interesting. The good news is that same civility in America survey that revealed deep concerns about incivility in our country also showed they were hopeful about change. Vast majority said they were willing to take personal responsibility and action to do it which is great. All that said, the culture of civility starts with each of us, starts with you, which trickles to your employees, which trickles to your customers, right? This is especially true for those who supervise and lead others, parents, teachers, civic, religious leaders, mentors, etc.

That positivity and good civility culture starts from the top down. As you review the slide think about not only utilizing the strategies we will talk about but how to encourage and lead others to do the same. Some of the things we will talk about. Assume best intentions. I remember this became a thing at a company I worked at years ago because it had gotten so negative people automatically got on the attack. They automatically assumed somebody wasn't trying to help or wasn't trying to do the right thing. But we kind of tried to take this standpoint, assume your co-worker has the best intentions. Often we can misunderstand, misinterpret, take offense, make judgments on past experiences. But when we assume the best intentions we set the stage for a positive outcome. So assume your employee had the best of intentions from the start and go from there. You will learn pretty quickly in the interaction if that's true or not. Being a role model. This is a big one. What you say, body language. It's not just our words. It's our tone, it's our body language. How we listen. Thinking and not formulating a response while that person is talking. Really listening to what they are saying until you come up with an answer. Because until you hear the whole statement how can you have an answer, you don't know where the conversation is going yet. Evaluate the whole message. E rale wait how they are responding to your message and adjust as needed. If you are having a conversation you can tell if your team is tuning out, the reactions aren't good, maybe time to refocus how you are putting that message out there and see if you can do it in a different way. The other thing I thought of the other day, pick up the phone when you realize an email is being misinterpreted. Your employees will follow your lead in this regard. If you are doing things to role model that civil behavior, it will trickle down to your employees. This is a great one, rely on facts, rather than assumptions. It could be uncomfortable for many of us when details and information are not readily available. Think maybe there's a rumor going on around the office about changes or cuts or something like that. It could be a lot of help to just directly talk about it, handle it head on and fill in the gaps, right? So the information is out there rather than people trying to guess and assume. Seek and gather facts from credible sources rather than rumors or gossip. If there's rumors or gossip about a certain employee, talk to that employee and getting the real story, not assume other co-workers really know what's going on with that person. This next little acronym I used to have this posted on my door at my private practice office. I had someone needle point it for me which was kind of cute. This is something I come back over and over again is think. Before you speak, think.

Now, on a related note, incivility we experience often comes from what's said. We can't control others what, someone else is saying or doing but we can control our own words and responses to other people. Remember we are wanting to respond, not react. So we want to take a breath, take a beat before we say something and react. Think about how we want to respond. So I think this is a helpful strategy. T, the first one, is it true? Did you personally see it? Did you hear it from a third party? Is it accurate information. H, is it helpful. Is it something to share with other people? Is this a big broad conversation we need to have, or do I need to pull one person aside and have a private conversation. Is it helpful to address this to the whole group or more helpful to have a private one-on-one. I, is it inspiring? Is what you are about to say beneficial to your customers, employee, team. Is it something that really needs to be said right now? Is it necessary? This actually happened at one of my nephew's baseball game, it was interesting. Maybe a mistake was made and already acknowledged. Do you need to address it again? Do you need to go over it again or has it already put out there. I saw a coach hammer down on a kid. The kid made an error, but the coach continued to hammer down, I watched not only that kid's morale sink

but the whole team's morale sink because this coach just kept hammering, instead of realizing I only said it once, let's move on. And K, is it kind. Passing your words through the kind filter before you say them. Am I going to say what I'm meaning to say? Is the message what I'm needing to get through or is it coming from some other place where it's not going to land the way I want it to land? Looking at these slides, mel will put up another poll question.

Were you struck by things you realize you could be more or less? Okay, we have people coming in with lots of thoughts.

>> Lacey: Go ahead, Mel.

>> Melanie: People mention in email. How do we communicate to other people? Is email the right way? Or do I need to talk to someone. That's a good point.

>> Lacey: Someone says is it inspiring, I don't think of my role as that. Hey I'm here to inspire my team. I'm not a big sports Pernambuco -- person, personally, but I think of a coach, you could get your job done probably without inspiring, but I think of leader iss I worked for in the past. Some that were inspiring and really infectious in that way. If you think of yourself as I'm steering the ship, and I have the ability to make a lot of differences in how I choose to lead, you definitely can be inspiring to your employees.

>> Melanie: Making sure they think before they speak and focusing on the facts. Instead of giving in to rumors and such.

>> Lacey: Yeah and getting that firsthand knowledge rather than assuming a rumor is true. We can only control our own responses and not others, especially in this climate is good to remember. Hey, I can't control if that person just screamed at me for five minutes but I can control how I handle that situation and respond. Going back to how am I go to respond to this, not react to this. Right? And I remind people, I tell clients this probably daily. Don't let five minutes ruin five hours, five days, five weeks, five months, five years. That five minutes sucked but if we drag that into the next day, week. How does that take away from us if we continue to focus on that five minute interaction.

>> Melanie: Someone made a comment they should focus a truth presented in inspiring ways sincerely. In other words being sincere with what we say, that's a very, very good point.

>> Lacey: Yeah. And your employees can tell if you are being genuine and authentic, right? That's what they want from a leader, you are being genuine and authentic. They can tell if you are not being. I know it could be hard when things are tough to be genuine and authentic and walk that line, I can only talk about what I can do and talk about what I can talk about and let them in on what I can let them in on at this time but trying to be genuine and as authentic as you can. Talk about a few more ways we can foster civility with our teams and employees. Listen fully. Which I brought up a few minutes ago. One of the he simplest ways to show customers and respect, employees and your customers, I think a lot of times, I don't necessarily want anything free, I don't want you to move a mountain for me. I just want you to hear what I'm saying and take it in, oh, yeah, we can work on that and address it, thank you for bringing that to our attention. Sometimes just taking it in and responding in a way that makes people feel like you care about their experience makes a difference with employees and customers, honestly. But feeling invested and fully listening. There's a lot of distractions now. Practicing it is much easier said and done. Hearing is taking sound into the ear, right? Where listening is concentrating to process those words and sounds. We want to try to listen fully. Working through differences. So just as listening helps resolve differences, so is showing empathy and putting yourself in other people's shoes. Acceptance and inclusiveness which could be difficult with our political and health climate. It's easier to see ways we are not the same than what we are. But viewing conflicts and issues from another person's lens. And encourage bringing solutions to the table. I worked at a job once where we weren't allowed to bring up a problem unless we had what we thought could be some sort of solution for it. I think in some ways was great. It brought a lot of people to the table here is this problem and what could fix it. They didn't always take what we said and say yeah, let's do that. But it's a starting point. I think that helped a lot in

people bringing solutions to the table. Holding each other accountable. So, supporting each other as a team, rewarding positivity and team work, employees lift each other up and help one another, monitor morale and work flows to identify where help and support is needed. Having established protocols for exceptionally challenging customer interactions to help in the moment. Sometimes you have a particularly rough situation with a customer and maybe you need to take a few minutes to talk to your team about that and bring everybody back together and say okay, we are here for the same goal, same reasons, same plan. Let's talk about how we can make that work, you know, with each other. And talk about how that rough interaction impacted us and how we can shake it off and moving forward to our next interaction being a more positive one. Giving feedback. Establishing a culture of regular feedback. Letting employees know they have done a good job or contributed in a helpful way. Not only do you want your customer experiences that way but make sure you are recognizing your employees when they are doing a good job. Acknowledge publicly whenever possible. Give constructive feedback when issues come up but remember constructive, not negative. Examples how to improve. Maybe pulling that person aside versus bringing it up in a group. Always keep your demeanor respectful and expect the same from your employees. If it starts to get a little out of hand where people are feeling a little too loose, I can say whatever I want, my boss is cool with that, reign that back and say yes, I want you to be open and talk to me but we need to keep it respectful and professional. And encourage your employees to do so too. Taking responsibility to recognize manage stress symptoms. If you aren't taking care of yourself at home you aren't bringing your best self to work. That goes for you, your employees, your teams, everybody, right? Encouraging them to do that. It's he especially true in leadership roles. Sometimes we do this in the moment of stressful circumstances like deep breathing or taking a walk around the building or something to kind of get back in control of our emotions and sometimes its maintenance practice, things we do outside of work, right? Let's take a minute. I'm curious how you are managing your stress outside of work or even inside of work. What do you do to help with your stress levels?

Exercise.

Someone said I'm not. And that's tough.

It really is something I have had to learn how to put on my calendar and make it a priority. It doesn't come naturally for me personally. I have to remember I'm important to take care of too. Sometimes that means other things go undone, you no I. Maybe the laundry didn't get done today, it will get done tomorrow, I need to take a walk or take a minute to journal or do something for myself.

Drink.

>> Melanie: I noticed that too. Drinking or eating. If we are not wanting to deal with it, that's an out.

>> Lacey: Avoiding.

>> Melanie: Right.

>> Lacey: I'm definitely the first person to say is eating always the healthiest coping skill? No, but do you sometimes need to let yourself have something even in that minute to calm yourself or feel better?

There's nothing wrong with having a little treat once in a while. Emil Mel and I talked about this earlier, it's when it's not just a treat, it's a daily habit. Time to pull back on the ice cream. Just stress in moment, it's not a bad idea to have a little treat for yourself once in a while. Some listed positive things, yoga, I didn't see that one, I saw exercise in general. Some I didn't see, meditating. That's one a lot of my clients have benefited from, once they started medication practice it helped. I saw one say listen to music.

That's a great one. It's important to have different play lists. I have happy play lists, happy, angry, motivating play lists. I think I saw someone mention pets. I have a dog and I think many times my dog is a big stress reliever for me. He is fairly non-judgment also we spend a lot of time hanging on, going on walks with him, nature walks by myself. I think sometimes people discount the good effects of laughter. I will recommend people put on a comedy, a podcast that makes you laugh. Find a stand up comedian and watch some older stuff. Something that will give you a laugh and relieve your brain needs those

breaks. I encourage you to use those things as well. All right. Moving on. So leading civility. How are we going to bring this to the table? How do we get this going? Starts with establishing in our workplace. My slides went back to the beginning. Hold on. Setting a new standard. So if it's more the norm than the exception to the norm, we set your expectation. Set a new standard where civil behavior is expected and just as important as any other aspect of their job. Many people see that as a breath of fresh air, right? Let's get this going and let's get more positive on our team. In this process it's beneficial to identify expected civility practices and making them visible to all. This is what's expected of you daily. I do think especially, you know, if we are setting that standard and realigning -- just saying this is just as important as you showing up on time. This is just as important as you hitting that number for me. This is important that you are coming to work with a civil mind set and a civil attitude. So then from there, after we set that expectation, we are going to model that standard. So as we have been talking today, we become more aware of own civil behaviors or things that could be an issue yourself. Maybe you are under great pressure. I personally am great in a crisis. But I get a little antsy, a little itchy when things are too calm. Even looking at things like that. Examine your own hard wire and make the necessary adjustments. Often times it helps to take -- someone you trust, a leader, a co-worker you trust, a friend or a coach. Say hey, what do you see I could work on? Or what are things I could model in a different way? Also Mel will talk about this more at the end. If you are feeling over stressed and your employees are, encourage them to call the E.A.P. and set up some counseling sessions. One we set up and modeled the standard we will coach the standard. Once you have that necessary interchange, it's time to encourage the team, right? Coaching is simply a conversation between two people with the goal of connecting, highlighting what's going well and areas of opportunity. People get that, oh God how am I going to be coaching them or having these important conversations. It's really much simpler as that, if we look at it as I will talk to this team member of mine, highlight what's going well. That's a good starting point. Let me highlight the good instead of starting with here are areas to work on. Identify the good, identified areas of opportunity. I think this is a great starting point. Start with a Kefu employees you think will be receptive. As you get to those employees you know are receptive to the information, maybe they change, their attitude or behavior you will see it trickle down and see everyone get on board. Once you have done these three things, the final thing is we will embed accountability. We will find organizations where you and your organization reward and recognize civil practices. Does your organization already reward civility, are you recognizing, are bonuses tied to civil behavior? Are raises or other ways that are accountable. Are there pieces that help formulate how they get rewarded at work? If not, do you want to -- to find a way to incorporate that in the reviews at the end of the year. Talking about civility in that review. There's got to be a way it's tied into other things so people have that as a focus, this is something I really need to make importance. So thinking of that, Mel has another poll question for us. What are examples of how you reward and recognize civility on your teams? Flex time, that's a great one. Everyone would love more time off or more flexible schedules. I think that's something companies miss the most is how much that could mean to employees.

>> Melanie: A lot of people talking about praise, public kudos, public compliments.

>> Lacey: Yep. We had a thing at a company I worked at once, you could spell out a high five to a co-worker and they would post those in the break room. It was motivating, you looked for your name to be up there. Something your co-worker or boss may have said about you, something you went above and beyond. Buying lunch. Very few teams will turn down free doughnuts or pizza. I see you guys and it's hard and I'm doing what I can to support that.

>> Melanie: Someone said just point it out. Just recognize it.

>> Lacey: Yeah.

>> Melanie: That's huge.

>> Lacey: My gosh. And I think many leaders or companies think the only way to recognize is with money or things or gifts or prizes or rewards. But I tell you what, that stuff doesn't mean anything but I

will tell you for me personally. I saw that interaction you saw with that company, you did such a great job responding not reacting and you really did do something special there. I sth that means a lot as that \$10 gift card or something. Monthly recognition how someone helps, we call it the -- There's all kinds ever different, I've been at different companies with different reward programs. You get to pick a prize out of this catalog. I appreciated things like that. I got cool stuff like that. But remembering sometimes it's just really acknowledging that great behavior and reminding your staff that's what are you looking for. And doing it in front of others, kudos, that reminds other staff, that's the expectation so I need to refocus where I'm at right now. So we talked about all the steps and kind of ways to make some adjustments. What will you do, Mel has one last poll for us. What will you do to help cultivate civility on your team? What are some things you learned to try to incorporate or bring in to try to make your teams a culture of civility?

>> Melanie: My cursor wants to take a hold of that poll and move it all over. I'm really not trying to mess with you all. Laugh

[Laughter]

>> Lacey: I love people are picking up the THINK acronym. I don't think that's something bad to take and post somewhere in your break room. If you look up the acronym online I'm sure you can find it. Reminding everyone we all need to THINK before we respond and not react. How can we do a better job of thinking? Continue to communicate and model sy -- civility, absolutely. Working through differences and being diligent. That's a challenge right now for so many people.

Lead by example, be more present. I love that. It's hard. We are all so busy, right? But taking two minutes to slow down and hear your employee fully, that could make a big difference too.

>> Someone wrote writing out hand-written thank you notes.

>> Lacey: Taking the time. My fiancée works at a car dealership. They are expected every time, even an oil change, they are expected to do a handwritten note to the customer. Thank them for their business, for choosing them. I'm like man that's really rare these days. You don't hear about that much lately. I like being more of a role model, show with action, not just say it. If you are not being sincere and following through, it's eeszy -- easy to talk the talk but we absolutely have to walk the walk. Otherwise employees are like why should I have to be respectful if my boss isn't respectful. It definitely trickles down very quickly.

Mel, I see one. Be the same person each day, not moody. That's tough.

>> Melanie: Ooh, it is.

>> Lacey: When you have stuff going on in your life, it's hard. I was at a job once and this guy got in a habit of blowing up at people. My co-worker said I appreciate you have stuff going on but you are putting such negativity that five minutes in we are all miserable. The minute the person was called out, it was like oh, I didn't realize I was affecting people. You are absolutely affecting the entire team. He made a quick change. Started kind of, I think going into stress management for himself outside of work. Because sometimes you need some support. And again, using the E.A.P., if you need to, utilize the support you have. Don't assume everyone around you can take on everything you have going on.

>> Melanie: Thanks, everyone for answering.

>> Lacey: That's our presentation today.

>> Melanie: Yeah.

>> Lacey: Take it away.

>> Melanie: I'll talk here for just a moment about your employee assistance program. We brought this presentation today we want you to know we are here to assist you with all kinds of things. Not just you. Your household members. Your employees, right? This is a huge benefit that can help people deal with this topic and many other topics. Especially around the area of stress management. We all know that we are working in really tough times these days. So the E.A.P. has a little bit of something for everyone. Literally, you can get assistance with almost like your own personal, I call like an Angie's list,

something you need to get done. I need my driveway, I was able to call my E.A.P. benefits and they provided me with a work/life resource that called out and found places in my area so I could have opportunity to just call a few places to get bids versus having to screen out everybody myself. There's so much you can do, this could take a lot off your plate and help you learn coping skills. It's a great place to refer employees who are struggling so they can get assistance. We really do encourage you to reach out to us to discuss this topic again or any other topics related to health and log in on your company's EAP website. That's where you will get that information. We have companies from across the United States on our call today with all kinds of different telephone numbers and websites. Also on the website is where you will find the recording of this session. You can go out and listen to this, it will be posted in 2-5 business days from now. You can get all your materials. Listen to this recording if you like. Also tell your co-workers about it if they missed it and you want them to see it. Again, it looks like we have a few minutes left for some questions. Lacey. So we will see what we have here.

>> Lacey: Yeah, and I didn't say that, and I should have. If anyone has any questions that we didn't address or something you would like to know what we already talked about there's that spot where you can put your questions in and we can talk about a few of those. So someone said how does one apologize to a co-worker when they have been uncivil to them. I think that's an interesting one. I think what are people, I just did a quiz, I don't know if anyone is familiar with the "Five Love Languages" but there is also the "Apology languages". I think overall, what a lot of people are looking for with an apology is an acknowledgment, I'm sorry, I flipped out on you earlier. That wasn't okay, and going to try to do better. Being straight forward and honest is a good approach. Some may need more than that but it's a great starting point. Admit what happened. Apologize saying hey, that was out of line, I'm really sorry. I'm working on not doing that any more. Acknowledging and trying to change the behavior. I think for me, a apology is great. But the best apology is change behavior. Once you have apologized trying to actively work to not do that again.

Let's see what else we've got.

How can we increase civility by focusing on work tasks instead of on personal history? So, you know, I think coming back to we are all here for one goal. We are all on the same "Team" in terms of this company and focusing on we are all here to work. And yes, it's nice to have personal relationships with people at work but the focus seems to be getting the job done, whether we align personally or not. That's something I think a lot of people are having to try to refocus on. Let's see what else we've got here. Sometimes the line is moving so quick. How do you talk to an uncivil employee who denies they are uncivil. They feel others are being sensitive. If it's multiple people coming to you with issues with the same person, I think it's fair to say then, I've got clients who will say, they kind of feel the whole world was against them. I will refocus and say is the whole world the problem or could this be a "You" thing? If it's a you thing, let as dress it. If you have multiple people coming about one employee we have enough back up to say this isn't a one-off or personality clash between two people, this is something being repeated over and over. Pulling that person aside and saying, hey, I just feel there's tension from the group and issues. Let's talk about what's going on with you and whether you believe, you know, sometimes we don't know how we are coming across. Saying, I know you probably don't mean for it to come a kroepgs this way but this is how others are interpreting or receiving what you are saying and helping them acknowledge that and helping them see that. Let's see what else we've got. Got time for probably one more, Mel?

>> Melanie: Yeah, I think about one more would be good, I think. And I just want to remind everyone. We do have a lot of people on today. And some people are asking really personal questions. So those aren't -- this isn't probably the platform to answer those. So I do encourage you to call in and speak with someone and ask for a consultation with your E.A.P. so you can ask these questions. There is someone who can talk to you, behind the details, so they can offer it in the most proper way. That's a good one. So insy rillity with clients when you have less control and of course now I just lost it. When

you have got a little less control over correcting the behavior. I think that's a pretty common issue right now as a whole. You can't tell that customer how efrm, this is not appropriate behavior but what you can do, after the interaction, that customer is gone, do a quick debriefing with your employee saying hey, let's have a quick chat how that felt and how we can move on and have Acuff net and get some of that tension out. That person wasn't treating us the way we would want to treat someone else but we can't change how they will act, so I th*i just reminding, not reacting or responding. It's never about what it is about, I see at marital counsel back and forth about how the husband was a chef and how he cooked the as spir gas asparagus, and the daughters wouldn't eat it. But it was never about the asparagus, it was about him feeling like he didn't have say in the household. Her not knowing how he feels. Them not recognizing what each was contributing and what support they each needed. So reminding your employees, hey, that customer is upset about something that doesn't have anything to do with us. I can't think it was about us, that was such a big reaction to what's going on. That's something that is outside of here. That's not our issue. All we can do it stand it to your -- not let that cutting the team --

>> Melanie: Thank you, Lacey. I want to remind you, we can't get to all the questions today. And some are personal enough that we feel you should call in and talk to somebody. You would get a better answer that way and probably be able to give some of your history so someone can answer appropriately. I want to encourage you, if you didn't get your question answered, please call into your toll-free number. This recording will be posted on the website in 3-5 business days. You will ask your H.R. or E.A.P. website is if you aren't sure where that is. I want to thank everyone for coming today. And Lacey, thank you so much for your wonderful appreciation.

This is our session. Before you go, please vote. Make sure overall satisfaction. You have to click the radio button that will broadcast to us, but we aren't broadcasting it to everyone. Thank you so much for joining and have a wonderful day.

>> Lacey: Thanks, everybody.