

## creating an environment where positive relationships thrive

Welcome to creating an environment where positive relationships thrive . My name is Melanie and I will be one of your moderators today. Lacey Burke is our guest speaker, she started Magellan in 2019 and is a senior consultant for our drug-free work place program. She is a licensed professional counselor and certified addictions informed professional. She has taught psychology at Lindenwood University , she has also provided intensive outpatient care with substance use concerns and currently has a private practice specialist specializing in the area of substance use and personality disorders. I will now turn it over to Lacey.

Hello, everyone, how are you? Good afternoon for most of us, I think, maybe good morning for some of you if you are calling from the West. Just going to jump right into this. The talk a bit today, creating an environment where positive relationships thrive, and we will be trying to hit a couple of key aspects of that. I'm trying to move the slide but it won't let me. Am I moving the slide?

There you go, it's working now.

When I go down to the bottom to hit the arrow, it gives me a black box and won't let me touch the arrows.

Go up to the top of the screen where it says cc and click the carrot up there and hide your captions.

Okay, got you. Can't get rid of the arrow.

It's okay.

All right, so the objectives of today's discussion is to define positive relationships and why they are so important at work. Discuss ways to manage difficult feelings and conflict in the workplace and we will talk about how to identify uncivil customers or clients. I feel especially since the pandemic, when I'm out and about, I see more of this going on in the general public so I think it's a good part to hit on , how to maintain that and manage those and manage your staff through those situations.

Let's start with talking about the first little piece of this is how do we define a good relationship, what makes a good relationship, what I thought was interesting when I was pulling all those together, positive relationships work, personal, whatever, they have the same aspects that make them positive relationships. The first aspect they talk about is trust. Sorry, I just realized my notes --When you trust your team members, you can be open and honest about thoughts or actions and you don't have to waste time and energy quote watching your back. You don't have to look over your shoulder or wonder if your employee is doing what they are supposed to be doing. I think everyone shifted and a lot of corporate environments to working from home, there was a lot of is everyone still being accountable? So once you let your guard down and

know your team members are trustworthy and they feel the same about you, then everyone can have a little more of a positive relationship to each other. The next aspect is respect. Working together with mutual respect, valuing others input, finding solutions based on creativity. Sometimes you may think you have the best answer but you would be surprised, sometimes someone on your team has an insight maybe you hadn't thought of before, so respecting everyone's input helps a good relationship thrive too. The next one is self-awareness, this one is looking at the whole five point here, self-awareness is the most difficult for some people. What does that mean? When you hear that term, you may not even know what it means. But this means taking responsibility for your words and actions and not letting your own negative emotions impact the people around you. I'm sure we've all come to work at some point with stuff going on at home, a major issue, minor issue, we are restricted and when that happens, looking inward and trying to check that stuff up a door, that's not always possible it's not like when you crush over the threshold or walk from one room to another to start your job, you can just leave everything behind but doing our best to not carry that mood or environment into the day can help a lot with maintaining those relationships because negativity in the beginning can damage relationships. Inclusion. Don't just accept diverse people and opinions, that's what people think about is letting everyone have their say and taking off feelings into account but don't just accept and tolerate them, welcome them. If your colleague offers different opinions, factor their insight and perspective in, or we call it now the cultural add, what they are adding culturally, how can that be beneficial to the problem you're trying to solve or the decision-making process? Open communication, people talk about open-door policies and that is gray and that's hopefully what everyone is doing but at the same time, people still hesitate because they are not totally sure they can be totally open and honest in their communication. Whether that is in person meetings, email, I am, face-to-face, slack, chat, video calls. The more effectively you communicate with people around you, the better you will connect with them and the better the communication is, the better the relationship will thrive. It's doing the captioned thing again, so hold on. Diving a little deeper, why are positive relationships in the workplace so important? Why would that be? The first thing is morale, which I think is pretty self-explanatory but that's the overall mood or vibe of the team. Productivity is the next one, freedom and opportunities. Dive a little bit deeper. We are social creatures, we spend one third of our lives at work, if you think about the hours, eight hours of your 24 hour day. So if you're not feeling connected or respected and that one third of your life, that becomes a big challenge for a lot of people. The more comfortable coworkers are around one another, the more confident they are bringing things up, brainstorming and the level of teamwork kind of gets better from there. When people see successes of working together, morale and productivity soars. When I have those good bonding moments, the morale and productivity goes out. Good relationships also give you freedom. Instead of spending time and energy dealing with negative relationships, you focus on opportunities, personal development, and having a strong personal professional circle will help you develop your career, open up opportunities that might otherwise pass you by because you don't have that ability to have a good relationships in place. So another aspect I thought would be good to touch on, which relationships are the most

important, when we are talking about positive relationships. I don't know if anyone else has had the experience of, I have had those, the job where my job was great, the management or my coworkers were really tough to deal with and then the flip side where it's of my marriage job ended up being okay or even great because my boss was greater my coworkers were gray and they made the hard stuff seem easier because everyone kind of shared and carried the load. Some of this, these are the most important things we are looking at. The most important would be bosses and employees, management is trickle-down, it starts at the top and circles down to the bottom and that is a really important piece to make sure that part is respected. You don't have to be best friends. We are not looking for that relationship necessarily but we are looking for a good management style and employees respecting that manager and being reciprocated. The other thing outside of the Boston employee and coworker relationships are your key stakeholders. One is your team, right? They are going to be the people who, sorry, I lost my place for second, they are the people who support your company the most, obviously. Then you have suppliers, people you work with independently, one-on-one, and obviously, that is an important relationship to build onto because that keeps everything running smoothly. Than the last opportunity there, as customers . So, we are talking about customers, they will be the people who keep your doors open, money flowing in, so making sure those relationships are prioritized and positive as well, as positive you can make them. You can only control what's on your side. Sorry, someone said I am speaking fast. I am guilty of that. I see that note and I will slow down. So, other than that, you will look at customer opportunities where we can foster positive relationships and keep not moving. Again, sorry for the fast talking, I will continue to temper that, that is a goal in my life, always. So, the next part that would be good to talk about is what happens when, someone else said mind too . Whenever things, actually, I just missed our question , so we before we move on, Mel has a question she is going to pull for us. What are the ways you connect and build rapport with your employees already? I always think this is a good way to start to talk about how we are already building rapport. >> If you type in the text box at the bottom of the poll question which says type your answer here and go to the far right and click your era, that will broadcast your message. We are not broadcasting to everyone. We are going to talk about it a little bit, so we can see them. You can make them bigger too, Lacey.

I just saw one that I think is really important to highlight. I try to be flexible with their schedules. I cannot tell you how many people value that now, especially working from home and just in general before working from home even. I think respecting that in trying to be flexible is giving people relief and it makes you want to go above and beyond, if you are going to help at your coworkers so they can have that flexibility too. >> Some kind of version of trying to have some kind of contact, right? Other people are saying morning conversations, check-in, daily talk with people, ways you figure out how everyone is doing.

I saw a lot of that too. Planning lunches together for the team, in the morning , I think that stuff goes a long way to, getting a couple backs of bagels and cream cheese at Panera or something, that goes a long way , just a little something to look forward to, little treats like that.

Go ahead.

No, go ahead.

I was going to say, just getting to know my people on a deepwater level. Finding out what their goals are.

As I mentioned a minute ago, asking them how your family is, checking in on them, I would say that goes a long way, I just had a baby about a return to work after we first brought him home, I found it interesting, he mostly works with men and all male bosses except one, one female blast. She is the only one who even acknowledged he just had a child which I thought was so interesting. She got us a little gift and that was not expected or necessary but the fact she was like how is the baby, how is Lacey? She was the only one who asked you, so interesting but even that stuff goes a long way. That made him feel seen but we have this major change in our life and someone acknowledged that. It wasn't surprising to me. You know, just things like that. But even I saw someone mention in the comments, greeting people and acknowledging them saying good morning. Given that, had someone mentioned to me, there is one person at work, he always says hey, how you doing? And that something to this person because they don't feel they get a lot of interaction at work and even that little gesture meant a lot to him. Things like that are important too, especially because you have things that have been different. >> Thank you, everybody, a lot of great stuff I do know that I hear from people, that does mean something to them and it does seem to go a long way. Managing conflict on your team. We talked a little bit previously on open-door policy, what does it mean to create an open door policy? This is one of the ways we will catch conflict early if you have the open communication, popping in and voicing concerns, this can be a way you facilitate that by implementing the open-door policy and it encourages without fear of repercussion. That is the most important thing, you can come to anything and there will not be any backlash. That involves active listening, asking questions, utilizing teamwork, just using all the pieces to try to pull that together. Another thing, determine the Sarah Verdi of the situation. I think this is a good one to point out because sometimes people think this is some major thing and it's actually kind of spurring from a very minor thing that maybe has not been addressed and another thing I think about when I think of this is sometimes, we are not getting to the root of the problem. If you can kind of see it shouldn't feel like a big deal, maybe I am minimizing the Senate actually is a bigger deal and I need to deal with this conflict in some other way. This could be a lot of different things. This communication is often a big root of the severity. always encouraging people to confront things directly. Another parent, managing conflict on your team, taking action when necessary, like we mentioned before, is this something we need to get HR involved with, does this go beyond the scope what I can do or beyond having them work it out amongst themselves, do I need to get involved and see what's going on? How do I know when it's time for me to step in? Then, sorry. Hold on. I think I just lost something. Listen to all parties involved, so we will take everyone's information in, we take that feedback and let them present their side of the story without interruption, let everyone have their moment to say

their piece if we need to get involved, if necessary, we would document that too. That can mean a lot of different things, can mean a former in conversation in a follow-up email, this is what we talked about today, this is the conclusion we came to, could be something more formal down not depending on your internal policies and once you know you need to start documenting or having a communication in that way, you want to make sure you are looking at internal policies. What do your internal policies say about what's going on? Do you have an employee handbook you can refer to? Can you contact HR and ask about policies and guidelines and get a clear understanding of how to proceed forward with the conflict? Obviously, we find a way to create a comprehensive solution. That could look different for different things but really, wanted to help employees clarify their needs and guide them to a solution both sides well except. So, understand the conflict, that's the first thing we want to do. Sometimes you have to think beyond work, what do two people have in common? If another person has a dog, I'm an animal person, period . If you have any kind of animal, I want to see a picture, but if that other person has a dog, that instantly makes me think, this person, we have some things in common here. We have common ground, we are both dog lovers, animal lovers, something like that can get us to a more common objective in the terms of the disagreement that's going on. Brainstorm solutions, get ideas resolving the conflict from everyone, all potential solutions, even the most ridiculous, this is just a thought I had, put them down, look altogether and something that makes them a suns and something everyone can commit to. Agreeing on a plan of action once you have the brainstorming moment, and the best way forward, if they can't get there on their own, guide them towards an option you think they can both agree on and commit to. Finally, we are going to follow up and the resolution has been decided, checking back in, confirming everyone is on the same page in the solution is working for everyone. Like we mentioned before, when to get HR help involved, obviously, threatening to quit. Sometimes you hear rumblings about that, people are so frustrated with another coworker or policy or situation, they are threatening to leave, when that is starting to happen, maybe outside help needs to get involved. Morale is affected, you can feel morale on your team take a nosedive and if you start to feel that going on, then how can we used morale again or mitigate the negative morale that's going on . If disagreements are getting personal or disrespectful, obviously, you hear people cursing, calling each other names, taking things out of the workplace into a personal leg vendetta then maybe it's time to get someone involved. This is a big one, I think a lot of companies probably recognize first, if workflow is being interrupted. If we get to a point where the work paces slowing or stopping altogether because of this conflict or disagreement or negativity, we need other people involved and if it's threatening your company's success. If a company is starting to fall by the wayside, the negativity is more important than the actual job, and everyone being a team and wanting the company to do well as a whole, maybe it's time to get someone else involved at that point. Okay. Let's see. Dealing with civility outside of your organization. This is the part we were going to talk about, did I miss a poll question? No, it's right here, before we move on to this. No comments at the end of this. Sorry, hold on. So, dealing with and civility outside of your organization. Obviously, when someone is cussing, screaming, throwing a tantrum at one of your employees, we encourage employees not to

reciprocate, which in that moment can be hard to bite your tongue, not lash out, but encouraging them not to reciprocate. Help employees avoid an authentic or submissive reactions . That could be, you know, it may seem odd , don't be submissive. The customer is always right, the customer may or may not be right but we don't have to completely sit there and take completely obnoxious, rude behavior either. It's okay to have an authentic reaction to what's going on. Say hi, I want to help you, would also appreciate if you could treat me civilly as well while we try to figure this out. Remind employees they are not the direct cause of instability. Especially when I work with couples and couples therapy, it's never about what it's about . Nobody would be having this kind of reaction so what is this really about, often when someone is upset or frustrated, it's not about your business or the interaction or the employee, it's about something that happened to them an hour ago, two weeks ago and if it is about the company or the situation, typically people are not uncharged or emotional about what's going on. Reminding your employees, they are not the direct cause and to not take that personally, encourage them to continue to reflect on this is not about me. I always asked myself, not why is this person acting like that? I don't know why but I think instead of what's wrong with that person, I think what happened to that person, what is going on today that is turned this into a situation. We don't know what they have going on outside of your comments probably not about anything they have or haven't done but clearly this person is needing some help in general so we will do what we can. Say in a customer has a challenge to promote personal and professional growth. That seems kind of okay but it can be a way to learn to manage your own feelings and not get involved with things. As a therapist, give people a mantra sometimes, whether it's personal or professional, if there is something that's triggering you and it's not something you need to get involved with or something, you don't have to step in on, I say, tell yourself, I don't have to take this on. That I have to take whatever this person is going through on I just have to get through this interaction with him. I will be out the door in five minutes, just have to catch myself from it as much as I can and not take it personally and continue to help them get what they need and then provide employees with resources and tools to problem solve and go above and beyond. That me and empowering employees to do something for themselves, to come to resolutions on their own. Some companies are able to get back to their employees, some it's a very methodical, this is how the chain of command works but if your employees have that ability to pull resources, solve problems, use their own tools to figure solutions out, that can be really empowering for your staff. I will give you four different strategies, our last question, four different strategies briefly, and I'm curious which of the four you think is most effective for handing instability with customers that gives the employee and the customer the best feeling after-the-fact. In the first group, employees respond by engaging in reciprocal behavior. In the second group of service employees, like a service industry, group of employees attempt to pacify uncivil customers for an authentic , polite behaviors, killing them with kindness on the third group, employees provide extra good service and use a pinch of sarcasm. That's kill them with kindness but also the little underhanded to expect the fourth group, genuine kindness and respect and proactively solve the issue brought up by the customer.

Which of those do you think leaves the employee and the customer feeling the best when the interaction is over?

I want everyone to know, if you click the radio button in front of your response, that will broadcast your response. We are giving it a few seconds because we are seeing people voting. Just click that radio button in front of your answer. So, it looks like we are starting to slow down, it looks like 98% of people are saying before is the best way to approach this.

If he said number four, that is correct. I did see a couple people put other answers and I will admit in my past life, definitely, was probably in the third category, I'm going to give you the good service but there's a little sarcasm in their, just a little to make me feel better. Which I totally --

Lazy, someone mentioned, we all felt the urge to pick three.

I see that, yes, Joshua, we did. We all felt the urge to pick three. I'm a sarcastic person by nature so it adds to, and I can be very deadpan with it to the point if I've been asked by other people, I told them, that is just your personality but they really thought you were being serious. Unlike all, now, they just don't know that I'm joking. But yeah, that is the best flavor of sarcasm, thank you, Josh, I agree. That is real tempting, to hit that little bit of like here is your coffee . Thank you so much for coming. Just the little bit of sweetness and the bite at the end. But ultimately, I have found in my life, now when I'm with friends and family but with colleagues, I have found I honestly do feel better sometimes when I let things roll off me versus getting all caught up in it. So ultimately for those , everyone feeling better. Customers feeling heard, you didn't have to be fake , you did not have to give a genuine reaction. Yes, Carol, me too. That is exactly what we need to do, that's going to give us the best overall outcome for anybody. So, that is it for today and I will let Mel take over from here. I think we are going to do some questions, yes?

I want to remind everyone before we get going, we have a few questions and time to answer those. Lacey cannot answer anything personal , any detailed questions because this is not the place to do it. We want you to call in to use your services, asked for a consultation and someone would be glad to speak with you to talk about your leadership role, the things you do. We are on a platform today where we have our entire book of business that is on this call, so I don't have your personal company number. If you don't know what your program is, ask your leadership or the equivalent of that to find out why your benefit , and also your website. We have a website you can go to, if you get them on the website. That there are specific tools or managers, one of those is the manager handbook where you gives you information and how you engage with employees and tips, right now, the , if you go to the managers section, you can find it there. If you are on the member Magellan healthcare.com site, go to workplace success section and you want to click on manager support. If you are on the ascendant, please go to the manager tab. Please use these benefits, they are free to you. So, Lacey, we have a few questions here.

One thing I wanted to say, I looked at my notes, also when we are talking about getting people involved , if you have to get HR involved, or there something going on, another great resource is calling your EAP, referring an employee , they are struggling and it's affecting the rest of the team, calling and getting a consultation saying hey, I got this situation. I had a guy on holiday and I cabin to catch him on the phones and he said he was dealing with an employee whose having some identity changes and his team was trying to be supportive but he felt there was still this kind of undertone of , not with the staff, but what the person who was in the process of change, that they were struggling. He was just wanting to see what help he could provide that employee so calling EAP is a great option are referring the employee to call EAP. You haven't been yourself lately, I don't know what's going on. You don't have to tell me, why don't you give EAP a call and get some services through that or calling into your EAP, saying hey, I have an employee struggling, here is what I know, what is a good route to handle this? New question. I forgot to mention that.

That is a great reminder, I do want to let you know, some of you are in the employee assistance program, whatever your benefit is, you have services available to you. I have people asking me specifically, they help with things, our own workload, boundaries, how I talk to somebody? If you are asking me specific things, it would be best for you to dial into that corporate number, tell them you want to manager consultation and get someone on the phone and ask them the questions you have, if they don't deal directly with some of these things you've listed here, what they can do is give you resources and information that can help you.

All-encompassing and help you with everything, probably not, they have great resources, please star calling to figure out what they can specifically help U.S.

What about sharing, what is the boundary between sharing yourself at work and the help out the door. How much with others, right? Yeah, we have all had the over share. I think that's a really interesting question. Because I'm a counselor, the tie became a counselor, I'm the person standing in line at the grocery store and a person turns to me and starts telling me about their divorce. I don't know this person, I don't have any connection to them. It just says on my four head, talk to me about your problems. I will remember I was in a situation when I had a boss and she was very, I knew she was married because she wore a ring and I knew she had a kid, it's almost like she checked herself through the door so much that I had a hard time connecting with her as a human. I think you come to work and tell your divorce stories? No. This weekend, my husband and I went to this art fair, really cool. That is the kind of stuff you bring to work paraglider things, brighter things, trying to keep it, try this recipe over the weekend if one of your employees likes to cook. I printed it for you, you might really like it. The things that foster that connectedness . Before I was a counselor, I worked in sales and before I ever talked to the person about what I was offering them, talk to them about them, like what do you like to do on the weekends? A picture of your grandkids, God, they are so cute, just bonding on a human level. We all have lines that out of these four walls. It's okay to talk about

those but be respectful in country engines of what we are sharing, how we are sharing this, I think that's a good way to start it. You can't check everything out the door but sometimes you have to say, I've got things going on outside of here and it's tough right now, you don't have to get into specifics. It's okay to share that you are human. My daughter is going through stuff with , a lot of medical appointments right now. You can share what you feel comfortable with but you don't have to over share, that's okay too but finding other things you can be more open about with your team to build that connection and foster those relationships a little bit.

Thank you, Lacey, looks like we are running close to the hour. I do have some questions about that manager's handbook I mentioned. What I want to let you know is, if you are interested in that, you can go to your website, you can find it on the managers section . If you are on member.tran03 healthcare.com, you can go to the life workplace section, life workplace success section and click on manager support. If that is too complicated because it might be a lot to take in now, please call your toll-free number and tell them I'm interested in getting into your manager handbook, can somebody please help me with that? And somebody can email it to you, just know you can do that. If you are not sure of your toll-free number or you are not sure for your company and, please contact your leadership or HR or similar department in HR. Specifically, whoever who go to your benefit, they would be the ones who would help you. EAP is your EAP employee assistance program, others have an embrace program it's called, your company what have your own specific name, just let you know you have your benefits through Magellan, and he would like to utilize the website , can you get that information? It looks like we are out of time. We don't have any more questions. Answer the poll if you could, please rate your overall satisfaction with today's webinar. Very satisfied, satisfied, dissatisfied and very dissatisfied. Click on the radio button next to your response, you will not be able to see your vote but we can see them. Please fill that out, if there's anything else you would like to know on the topics you are interested in moving forward, please go ahead and share that , and also your certificate of completion is here for you to download now . Just hover over the title and click that arrow to download it . Be sure to save it somewhere on your computer where you can find it. I want to thank all of you for attending, you will have to download the certificate of completion. There's a pod in the middle of the screen, hover over the title and click that arrow pointing downward. That is the download icon, that will prompt you to save it to your computer, be sure to save it where you can find it where you can obtain it later. I want to thank everyone for attending . Have a wonderful rest of your day. >> [Event Concluded]