

Welcome to simple strategies and life hacks to bring out the best in others. My name is Jeannie Kuehler and I am your host today along with my colleague Melanie Ordonez. I'd like to now introduce our guest speakers, Deb Fontenot and Nicolle Wicker. Deb is a licensed clinical social worker, certified employee assistance professional and substance abuse specialist. She has over 30 years experience in the mental health and substance use fields and has been with Magellan 25 years in a variety of clinical roles. Deb has worked in inpatient and outpatient treatment settings such as therapist and clinical director serving all age levels. She currently works on our workplace support and critical incident response team providing consultation and support to our book of business customers.

>> Nicolle Wicker is a licensed clinical social worker, certified employee assistance professional and a certified tobacco treatment specialist. She has more than 20 years of experience in the mental health field and has served as a health coach helping people manage their depression, anxiety, weight and achieve a variety of lifestyle changes. She has been with Magellan since 2006 and currently serves the veteran community. Welcome Nicolle and Deb. I will turn it over to Deb now to begin today's presentation.

>> Thank you, Jeannie, and welcome everyone this afternoon for attending our webinar. Today, our objectives will begin with learning how to identify and affirm strengths and others, identify the importance of active engagement overpass city, recognize the vital roles of listening, understanding and vulnerability, and understand how to create new habits and skills will not only help bring out the best in others but also in you. So how do we motivate and bring out the best in others? Learning how to identify and affirm strengths and others is the key.

>> Being able to bring out the best in others and motivate others is a skill that some people naturally has and other people can learn or practice. I would like you to look around and think about who are those people in your life that inspire or motivate you? Who are you naturally drawn to and who do you want to be around or who do you admire? Typically, people who bring out the best in others and to motivate others have a combination of skills that build others up. They built up themselves. They do not tear people down.

>> So what are the qualities and those who bring out the best in you? I want to ask the audience to think about the qualities that you see in other people that motivate you or bring out the best in you. Jeannie, can you pull up that poll question for folks?

>> So I see some responses already. I see some people who are optimistic, confident, positive, not judgmental, I am scrolling down to some of the answers here. People who are trusting. Honest, trusting again, got a lot of trust and honest responses. People who believe in me, patient, encouraging, earnest, these are great responses. And Jeannie, can you and that poll for us? I want you guys to look and see some of the responses that we have put into the webinar.

>> So I see a lot of different responses that we have already included including being optimistic, approachable, kind and friendly, people who are good listeners who make good eye contact, folks that value our differing opinions. Mentors who inspire other people, people who are flexible, who give recognition. That is a good one. Focus on others strengths. Slow to judge one. Encouraging, people who have positive his self-esteem and folks that are respectful. So you guys actually hit on a lot of these and that is great. Possessing these types of qualities will bring out positive interactions with others that you interact with. This in turn will create opportunities that inspire and bring out the best in others over

time. So think about your own interactions with friends and your family, your partner or your coworkers. Do you possess any of these qualities in your interactions with them on a regular basis? So understanding how these affirmations or these positives, these qualities reinforce positive behavior is the key.

>> So what we are talking about here in psychology is called operative, I'm sorry operant conditioning. This was introduced by Skinner who was better known as one of the professors of psychology at Harvard University. He was there from 1958 until 74. So early in that discipline. He has known as one of the pioneers of modern behaviorism. He is one of the most influential psychologists of the 20th century. His principles are widely accepted in some of the basic principles of behavior and motivation or behavior modification. So operant conditioning is a method of learning that occurs through rewards and punishments for behavior. Through operant conditioning, an individual makes an association between a particular behavior and a consequence that follows that behavior. When a favorable outcome, events or rewards occur after an action, that particular response or behavior will be strengthened. To put this in simple nonclinical psychological terms, what we are talking about is positive reinforcement.

>> So for our presentation, I wanted to really focus on positive reinforcement. There are a lot of other behavior motivators out there, but what we found is that the positive reinforcement that we give to others and our actions and our conversations, those are what motivates the most in other people.

>> Research overtime has found that positive reinforcement is the most powerful of any of these. Adding a positive reinforcement or reinforcer to increase in response not only works better but allows both parties to focus on the positive aspects of the situation not just the negative. Now punishment, a lot of people ask about punishment, punishment is a very strong motivator. When it is applied immediately following the negative behavior that you want to stop, it can be very effective. I'm going to talk a little bit about that in a few minutes. Just know it also can invoke other negative responses like anger and resentment in others.

>> So let's talk about a couple of examples that I'm sure you guys are all pretty familiar with. In every day life as far as examples of positive motivation, potty training toddlers and dog training or dog obedience training. These kind of situations, what are we doing with toddlers or dogs? We are praising them and giving them treats. We are giving them hugs and high-fives, and we are reinforcing that whatever they just did that we wanted them to do, we want them to do it again. Anyone who has ever had a toddler knows that praise, it doesn't happen every time, but each time you praise them for going on the potty or every time you give a dog a treat for sitting or rolling over or begging or whatever it is, it reinforces that behavior. Overtime, that outcome is achieved.

>> Let's look at some other everyday examples of giving positive reinforcement. This can be very simple or very elaborate. Such things as recognizing little and big accomplishments with your child or your spouse or your partner, your employee. This will make them feel appreciated and they are more likely to continue to strive toward that goal or that action that just occurred. How about listening to others with good eye contact and paraphrasing information that they had just given you. You can display that you understand. You understand the feelings behind it. How about taking time to get to know acquaintances that you had just met or your employees that are new or your coworkers that you work with on a daily basis or friends that you have either met or you have had for a while. Getting to know them, showing an interest in them, this becomes evident to them and it draws them and.

>> Providing consistent feedback whether small or large. It shows others you recognize the effort and you value them. You are caring enough to let them know that. So some tips for bringing out the best in others. We have gone over a lot of these but focusing on a person's strength, not their weaknesses. Empathizing with them, that you understand their feelings and what they are communicating. Giving them recognition. Whether it is small, simple, large or elaborate. Trusting people, treating people and being kind to them and establishing trust with them, giving people responsibility so they can achieve some successes that you can affirm later when they achieve them. Good listening skills -- skills. Getting to know them are some of the best ways to motivate folks and draw them and.

>> I said I wanted to talk a little bit about punishment. Again, punishment when applied immediately following a negative behavior is very effective. But punishment that you get to your children or maybe an employee or somebody else in your life, without any kind of positive reinforcement along with it or if you never give it to them, this can lead to that anger, resentment we talked about. I want you to think about a child, let's go back to our child, a toddler or our dog that we are trying to train or some other animal. I want you to think about if you gave just negative feedback to that child, you have shamed them or you yelled at them or the only attention you give them is negative, the same thing with a dog. The only time you give them attention is when they do something wrong. How are they going to turn out? Think about that. Think about the children or animal you have seen it that has not been given positive reinforcement. It is usually not good. The punishment is designed to stop that undesirable behavior. It doesn't do anything to motivate people to bring out the best in them. That is why that positive reinforcement is so crucial.

>> I wanted to look at this slide and before you read the responses over to the left, look at the slide and think about if you think this is a good conversation, if this employee in the blue hat is getting any kind of positive reinforcement or not. I am expecting probably not. What does not bring out the best in others? The unapproachable, being irritable, angry or intimidating. Being verbally abusive or shaming. Belittling people, not being genuine, only getting that negative feedback. Not valuing other people's feedback, contribution or their efforts. Again, only punishing and not ever giving any positive reinforcement or not enough. Rewarding the wrong behavior and relying solely on money as a reward. I want to talk about these last two really quick. When we reward the wrong behavior, it communicates to other people that their efforts are not being recognized and it reinforces that wrong behavior. Also relying solely on money as a reward. A lot of times, we see this with big corporations and companies and that is great if a big corporation or your company will give you a big fat raise or bonus. My experience has been realistically, a lot of companies can do that. If it is once a year or twice a year, it is not a consistent basis. That is what we are talking about is the consistency with the positive feedback. It has to be a pretty doggone substantial bonus or raise to last the whole year to motivate you to continue to perform the whole year. So most companies are finding alternative means to positive reinforcement and reward their employees. Again, those can be very simple things and they can be elaborate. The simple thing is the one that can be pretty frequent and consistent.

>> I know especially as a manager and as a parent it is unrealistic that you can always be praising your child, your coworker, your husband, your partner or your dog. Sometimes, we have to deliver some negative feedback or punishment. There is a good way and a bad way to do that. Constructive criticism is a way to help with that. It eases the blow. It also communicates to that person that they are valued. Let's look a little bit at what those steps are briefly. So it is pretty simple. First off, you acknowledge and reinforce that person's value to the organization, to your relationship, within your family, regardless of

who it is. You tell them what they do that is right, how they are valued, what you appreciate in them, etc. And then and only then do you identify the problem or the behavior that needs to change or improve such as let's say in negative behavior that a child does. Obviously, you are not going to do this with a dog but anybody else in your life. It is a good rule of thumb. You identify the problem that needs to change and again, you go over there value and their contribution. You want to see them succeed. You want to recommend suggestions to help them improve and offer to follow-up and talk with them regularly to determine if that improvement has occurred. Do they need additional assistance? Do you need to give them more suggestions, etc.? Again, this reinforces that you are recognizing them as an individual that is valuable, that is wanted, that is needed along with pointing out some things that need to change. This is also a great tool to use for any supervisors or managers out there that are providing feedback or quarterly feedback or things like that.

>> So I'm going to turn this over to Nicolle now and she is going to talk about the roles of listening, how to listen and how to understand folks and vulnerability when you are communicating with others that will help draw them out and positively motivate them.

>> Thank you, Deb. We are focusing on recognizing the vital roles of listening, understanding and vulnerability in communicating with others. In every interaction, there is a person who is communicating via words or body language and the listener or the observer who is there to understand what is being conveyed. Both play vital roles in the communication process. It is my turn to listen to you. So I ask you, what are the benefits of feeling listened to?

>> You will appreciate it. It makes you feel valued. Compassion. Someone gets you. Trust. We talk about trust. It makes me feel valued and important. Validation, equality, feeling like I matter. Engaged, I like that one. That is a good one. These are some really good answers here. Good communication, being understood. Thank you for all of your responses. We had a very diverse amount.

>> When it comes down to it, we all want to be heard. Debit mentioned dogs and children earlier. I will follow-up with additional examples. I am going to ask you to think about a time when you are around a barking dog. Why was it barking? Was it trying to communicate to us or another animal? Unfortunately, we don't always understand exactly what they are trying to communicate. I'm excited, I'm scared, I'm hungry, I'm in pain or I want to play.

>> Now think about when you are around a crying toddler. Did you instantly know why they were crying or were you just guessing? What were they trying to communicate? I am excited, scared, hungry, I'm in pain, I want to play. Unfortunately, we often guess incorrectly. My favorite is when this happens in the middle of a crowded restaurant or store.

>> As social beings, we constantly communicate with others whether it be the cashier at the store or the restaurant. Once we have recognized the importance of not only listening to others but the benefits of truly understanding them, there is a greater chance of avoiding miscommunication. I'm going to ask you to please raise your hand if you believe you are a good communicator. Okay. I see quite a few people raising their hands. Excellent. Thank you. I appreciate that. Now please raise your hand if you have tried to communicate with someone --

>> Nicolle, can you pause for a second . Let's clear the raised hands from the last question.

>> Okay. Thank you. Please raise your hand if you have tried to make it with someone who felt they were a good communicator but you believed otherwise. As expected. I see a lot of hands. I say this not only to be funny but to remember that we are not always clear in our communication, despite believing otherwise.

>> I want to quickly touch upon the idea of the plot. Any of us are familiar with the golden rule, treat others the way you would have them treat you. The platinum rule states treat others as they would like for you to treat them versus the way you would have them treat you. When taking this idea into account, we get to know the person on another level and can demonstrate that we truly understand them. I realize this may be a new concept to some of you but my guess is that you have experienced it.

>> I'll use myself as an example. When I encounter a problem, I prefer to talk through it to develop solutions. Talking helps me process and brainstorm. That is one of the reasons I became a social worker. My husband is someone who prefers to be quiet and have alone time. I have learned on more than one occasion that I need to practice the platinum rule with him as he has learned to practice it with me for us to come up with any solutions.

>> I'm going to bring up another poll. Now I ask you to share some other ways you can demonstrate the platinum rule. Empathy, pain, clarifying and confirming. Empathy again. That is a good one. Treat others how they would like to be treated and let them do it their way instead of forcing our ideas on them. Ask questions. That is a good one. Talk to the person. Be kind. Compromise, aware of other people's style. Be gentle. Read through what the person is saying to understand. Thank you. We appreciate that. When it comes down to it, humans enjoy connecting with other people because it makes us feel good. Communication is key and positive social interaction.

>> Many of you may be familiar with the five key communication skills that demonstrate active listening known as OARS which stands for open ended questions, affirmation, reflective listening and summarizing. Open ended questions invite others to tell us their story in their own words. They are the opposite of closed questions. Closed questions typically elicit a yes or no response. Is it hot outside versus what is the temperature outside. For those of you with children, did you have fun at school today? Versus what was your favorite part of school today and why?

>> Next we look at affirmations which recognizes and others strengths and behaviors that lead in the direction of positive change. Affirmations builds confidence in one's ability. To be effective, affirmations must be genuine and congruent. I appreciate your willingness to meet with me today. I know you have a very busy schedule. You are clearly a very patient person to take the time to explain the benefits to my mother. Or that is a good suggestion and response to our current problem. It appears as though it will save time and money. Again, affirming their strengths and efforts.

>> R represents reflective listening which is the pathway for engaging others. It shows that we are not only listening but understanding what they have told us. It includes interest in what the person has to say and respect for their knowledge. Reflective listening is meant to close the loop in communication to ensure breakdowns don't occur. Some people find it helpful to use a some standard phrases such as just to clarify, it sounds like you, you're wondering if. When repeating or rephrasing, the listener repeats or substitutes synonyms or phrases and stays close to what the person has said.

>> Summarizing helps to ensure that there is a clear communication between the speaker and listener. It summarizes the ideas that they were trying to convey to us and lets them know we understand. If the communication skills are done correctly, the person we are communicating with should feel comfortable telling us if we have misunderstood them. Deb would like to share a personal story where she was able to utilize these skills.

>> Thank you. As a social worker, I utilize them pretty often. One of my roles here is doing interviews with clients especially about any kind of mental health or substance abuse history as well as clarifying problems that they are being referred for counseling and as you can imagine, many clients are hesitant to come to get that information. One of the key opening questions that I realized during this webinar that I use is when I get a response that is pretty closed or one worded, I will often say tell me more about that. It kind of gently urges the person to provide more information and to elaborate. Another big thing that I find personally going on with my life is that I have a 15-year-old daughter that loves one worded answers. So any time I ask how was your sleepover? How was school? How was practice? As you can imagine, I would say 80% of the time what I hear is fine or boring. I pick and choose what I want to press for more information. I tried to get her to elaborate and it is usually what I can tell that she is upset about something and she recently had an episode where she attended her eighth grade band at the end of school and was all dressed up with her friends. We dropped her off and when she came back home, I could tell she was visibly upset. My first go to is how was the band? That is the first thing that comes off your list. She was like fine. She just marched off to her room and I know my daughter. She needs some time to cool down and process. I gave her about a half hour and then I went in and said tell me what is going on. I said tell me how the night went, tell me how the dance went? Because she had that cooling off period and because I didn't just ask her yes or no questions which is her absolute favorite, she was able to tell me some girl drama that occurred at the dance which is pretty typical at that age. I am finding that I have to use those open ended questions more and more with her. When she was little, she told me more than I ever wanted to know and now it is the opposite. That is just an example of how I use that skill in my own family with my daughter.

>> Thank you. Some of these ideas may be new and thus involve a change in our current behaviors. To understand how we can create new habits and skills that bring out the best in others and ourselves, we begin by discussing why people change, both ourselves and others. Realizing it looks different for everyone and can vary depending upon the situation. We are going to ask you another poll question. What motivates you to change? Money, promotion, being recognized, support, desire to change, family, improvement, recognition. Okay. Self reflection, inspiration, some really good answers. Very creative. Thank you.

>> Studies have shown that people change because their values are supported and they think it is important. They think they can. They have the confidence to do so. They have worked through their own ambivalence or uncertainty and they are ready for change. They have a plan in place and social support when needed. So when thinking about how to bring about the best in others, I encourage you to include your self. Remember that people change when you change your attitude towards them. This is especially true of ourselves. I encourage you to picture yourself as an understanding individual. Of from your desire to understand people. Recognize the drive in others. Be slow to judge and see the good in others.

>> We want to recognize that there are several external obstacles that can prevent us from being our best including pain. Maybe you are working with aging parents, children, a partner or spouse, mental health issues, divorce, workplace issues, sleep deprivation, the list is infinite. Most changes we have seen our internal. It comes from within. We have to want it. It doesn't help to have other people desire it's. The person must have the motivation to change. The benefit of changing has to outweigh the cost of changing versus not changing. Again, I use the example of children and dogs. Ever try to potty train a toddler or a puppy? No matter how badly we want them to succeed, they have to want it. They have to work for it.

>> So we talk about people might be addicted to old behaviors or they might have a real ambivalence or uncertainty to change. Ambivalence is simultaneously wanting and not wanting something or wanting both of two things that are incompatible. Vacancy reasons why they should change but they also talk themselves out of it. They might be afraid or there are some other benefits that come from the old approach. The change is difficult despite having discrepancy between where we are and where would like to be. Have you ever heard the old saying, the devil you know.

>> Rewards can help facilitate change and impact that tipping point in which we are willing to change, whether it be our thoughts or behavior. Think about all the reward options offered. Grocery stores, credit card companies, those that come from employers, the list goes on and on. Have you ever thought about offering yourself a reward? Rewards are something to keep in mind when we are wanting to bring out the best in others and bring about change. Engaging. The process of establishing a collaborative relationship based on trust and respect.

>> Establish a mutually trusting and respectful relationship. This is the foundation of every relationship, the process in which both individuals develop a relationship and connection and of course trust. I am sure we can all think of a time that we found someone who we felt was engaging in a conversation versus being passive.

>> Focusing. The ongoing process of seeking and maintaining direction, becoming clear about our goals and direction, when you were to narrow the scope of the topic. So potentially problem-solving. This includes both the intentions of the communicator as well as those of the listener. Focusing is the process by which you develop and maintain a specific direction in the conversation. Even and seemingly simple situations, direction and goals can quickly become complicated. I am sure we can all think of a situation where the conversation got off track. It kind of left us feeling frustrated and lost. In a situation where we were looking for answers. These techniques can also be used when communicating with a group. You can engage the group, evoke member participation and perspectives. Broaden perspectives and build momentum for change. Then it moving into action.

>> Creating new habits. We are going to discuss how creating new habits and skills will not only help bring out the best in others but also in your. Creating new habits isn't easy. Ask anyone who has tried to quit smoking or change their eating habits due to health concerns. Our philosophy is that with a little help, we can influence others willingness to try or do something different. Again, identify and affirm their strengths and how to build upon them. Just think most things in life we do better if we have a good understanding and practice, practice, practice from sports to cooking to communication.

>> Finding the best in people and bring out the best isn't something most of us naturally excel at and there may be a scientific explanation. Scientists have long understood that while we are all sharing a

deep psychological need to be respected, valued and appreciated, the negativity bias hardwired into our brain makes us much better at spotting what we don't like about other people rather than what we do. Some scientists refer to this as the brain's negativity bias when we are most likely to notice the bad qualities in others rather than the good ones. For example, the things that worry or annoy us or make us critical. In a circular way when another person gets the feeling that you don't really see much good in him or her, that person is less likely to take the time to see the good in us. Seeing the good in others is thus a simple but very powerful way to feel happier and more productive in our communication.

>> There is also growing evidence that when we focus on spotting and appreciating others' strengths, people perform better. This is true for children, friends, coworkers, partners and spouses. I'm going to ask you to think of a person who demonstrated kindness to you and encouraged you to be your best. It may have been a teacher, coach, supervisor, relative or friend. Pretty powerful that you can still remember this person perhaps years later.

>> I would encourage you the next time you head into a meeting or conversation, remind yourself to look at the best in others involved. How does your impression of the encounter change the way you feel when you leave? Look for the moments when people around you are more engaged, energized and enjoying what they are doing or talking about. Often their bodies will literally start to lean into the conversation. The body language might become more animated -- animated and the tone of voice and pace of speech tends to be uplifted. As you leave the meeting or conversation, think back to the moments when others benefited. What strengths were in action? For example, creativity, perseverance, honesty, kindness, forgiveness, leadership, teamwork, gratitude and my personal favorite, humor. Recognize that the good that you see in others is also in you. You also have positive intentions, real abilities, and virtues.

>> So again, we are going to take another poll question. As we start to wrap up today's presentation, we would like to hear from you. What are some ways you plan to bring out the best in others in your work and personal lives based on what we talked about today? Be open and welcoming. Focus on their best attributes. Compliments, active listening. Focus on the positive, encouragement. Be approachable. Ask questions. These are some really good answers. Affirm their strengths and be more empathetic. Thank you, Jeannie. Can you please remove that poll? I'm going to turn it back over to Jeannie for a moment.

>> All right. Thank you, Deb and Nicolle. I appreciate you sharing some really good information. A lot of food for thought today and today's conversation. I think that take away, some of the things that you are thinking about doing going forward, some of them are just so simple. Focusing more on the positive, listening more, just some little things that you can take away and start doing immediately as you go about your workday and as you go home and enter your personal life.

>> We are going to have some time for some questions so if you are thinking about questions, please submit to them via the Q&A part on the left. I want to remind everyone again about the resource through your employee assistance program for you, for your family members, for your employees, for their family members. We are all going through that daily jungle. We all are and sometimes it becomes a bit of a struggle or even more. So no matter where you are at on your journey, there are times when just a little help can go a long way. So reach out to us. We are here and we are ready for you. We have a lot of support and information and resources we can provide to you. At no cost to you and how great is that? You can reach us via phone, via your company's specific 1-800 number or via the web.

>> If you are not familiar with your 800-number or your web address, reach out to your human resource department for assistance with that information. So like I said, we do have a little bit of time. I'm going to turn it back over to Deb and Nicolle now to take some questions. Hold on just a bit here. Okay.

>> I have a question, this is Debbie by the way, I have a question from someone about constructive criticism. They wrote they have heard that there is a sandwich affect of cushioning, the confrontation step of talking about the positive with support and kind of diminishing the feedback. It looks like the negative feedback that you need to give someone and how to handle that. So I'm going to ask you guys to think about maybe your annual reviews are when you talk with someone before, and they have listed out maybe 10 or 15 positive attributes that you have had and they has had one or two suggestions that you need to change. How many of you remember the positives that were given and not just focused on the negative? I know for myself, I hold onto that negative feedback or the suggestions of things I need to change a lot longer than I do the positive ones. So again, in that step, when you confront them and you point out the positive, the negative that they need to change and then you circle back with the positive, you are also going to follow-up with them later on about what changes they have made. Do they need any help? Do they need additional suggestions? That reinforces that these particular things that you have told them or that you have suggested may need to change, that you are still expecting that to happen.

>> To follow up with that as well, sometimes when we write things down, it helps us remember things. So if you or any situation where you are giving maybe some less than positive feedback, maybe negative feedback, may be right down the positive so that person will remember in addition to the negative. So they can kind of refer back to that.

>> How to stay positive during times of change. That is really a good one. As we know, life is full of change. The body doesn't understand good change from bad change. It doesn't understand a marriage, a wedding from a divorce. It just knows that you are changing. I think doing all of those things to keep us healthy both physically and emotionally and sticking to those can be a good first start. So eating healthy, getting plenty of sleep, being with your social support, sometimes those can be the basis. And recognizing also that we are all human and we all make mistakes. Are we going to be negative and snap at someone? Probably, yes. Recognize when that happens and maybe explain to them and apologize and explain maybe what we are going through. I think really utilizing social support can be key as well.

>> So someone else wrote what are some tips do you have to build self-confidence for getting better at reaching out to others, giving time to them or maybe giving them that positive reinforcement? That is a really good question. I'm going to use a personal example of that. I have two brothers who are very introverted. So their skill set is not very good at reaching out to others, providing that positive feedback or that interaction. I have tried to model that to them and one of them has gotten better at it than the other. As far as simple tips, I would say identify a couple of things in that person or in those people in your lives that -- their strengths. May be spending some time with them and work in those affirmations. You do not have to immediately tell them three positive things about them. You work it into the conversation. It can be simple things like you look awfully pretty today or I am so glad you called me to get together for lunch. I really miss spending time with you. It can be very simple statements about that person or the time that you share with that person. I would say the easiest thing to do would be to kinda focus on two or three simple things and start practicing that. As you practice, it will get easier, and you will get better at it and it will become more instinct and natural.

>> I have a question here. Any suggestions on how to approach challenges when an employee is incredibly nice and doesn't take compliments very well. I think that is a really good one to go back to that plot. Really getting to know them. Are they someone that maybe prefers to have things in writing or if you want to complement them, is it appropriate to do it in the middle of a team meeting? Ask them. I want to get to know you on another level and let you know that you have done a really good job XYZ. How would you feel comfortable with me recognizing you? It may not be a team wide email, maybe a little thank you notes or personal notes. Again, going back to that platinum rule of getting to know that person on another level and finding out what they feel comfortable with.

>> I see another question which is really good about, I have lost in the list., It was basically how do you cope with an office environment that is so negative? That is a really good one. I think a lot of people have experienced that from time to time in their career. Certainly, I think it occurs when there is a lot of change that is going on any company or in an office and organization. Again, going back to the simple rule of practicing. Again, you are wanting to bring out the best in people and for you to do that, you have to be the best your self. There is a two-part to that. Kind of a follow-up as to what Nicolle was talking about is that platinum rule of trying to figure out how these people want you to treat them versus what you think they want you to do. That is one tip. Another is automatically providing that positive feedback, maybe using humor, compliments, recognizing the strengths and others. Again, it is going to take time and it will mirror to other people that they want to be around you and that you motivate them. If there is a really negative office environment, I have seen a lot of companies or coworkers on their own decide to do some teambuilding exercises and whether it is in a team meeting or on their off day, I experience collectively teams discussing this in a meeting and how to build themselves up and increase the morale in an office setting. I have seen a lot of different creative ways. So that might be a way to discuss that among the office, what things do those particular people value that might increase morale and that might increase people being positive in the office versus that negative atmosphere? And certainly, you cannot reach everybody all the time. You can only do your best. Those are just some tips for that.

>> All right. Thank you Deb and Nicolle. I wish we had more time to get through questions. I am glad we did have some time to do that. I have pulled up the satisfaction poll. It reads please rate your overall satisfaction with today's webinar and the response options are very satisfied, satisfied, dissatisfied and very dissatisfied. If you can click the button on the left and your answer will be registered. We would appreciate it. We do always appreciate your feedback and also, we have a certificate of completion. You can download it if you like. Again, the copies of today's webinar. I appreciate everyone taking the time out of your busy days to attend today. I also appreciate Deb and Nicolle for spending their time putting together today's very fruitful presentation, lots of good ideas shared today. So this concludes our webinar today.

>> [Event concluded]