Hello. I'd like to welcome everyone to our session today on "Building Positive Relationships at Work." My name is Katie Muhlhammer. I will be your technical facilitator, so whenever it is that you are listening to today’s session, we are glad that you're here.

Before I introduce our presenter, I want to mention just couple quick items to help you make the most of your—your listening experience to this webinar. You should see a couple options on the left-hand side of your screen. In the Event Resources area, we have a copy of the presenter’s slide deck here that you can download as a PDF.

We also have an Ask a Question section, where if you have a question on this topic or something, you can send that to us. It comes to us via email, and I'll tell you a little bit more about that when we get to the end of our session.

And we also have a FAQ or Frequently Asked Questions section if you're wondering about an attendance certificate, or having some audio or technical difficulties, we encourage you to check out that FAQ section.

So, we're pleased that you're listening in. We trust that you'll pick up some good tips and strategies today. We're also very pleased to have Debra Barker presenting today's topic. Debra is a premier keynote speaker. She has a bachelor's degree in psychology with a minor in crisis counseling, and a master's degree in business administration with a minor in accounting. She started her career as a life skills counselor, and has maintained those licenses since the early 1990’s. She's a solution-focused financial counselor and coach, as well as an adult educator. She has a number of other certifications and works with clients on both emotional and physical fitness and all aspects of their professional and personal life goals.

Debra has been a keynote speaker for more than 20 years. She has taught over 10,000 hours of solution-focused programs in psychology, as well as finance. And, we're very pleased to have her for this topic today.

Debra, I'm going to go ahead and pass it to you now to walk us through this.

Thank you, Katie.

Good morning, good afternoon, or good evening, wherever you are at in the world today. I know that we're all living in a virtual world nowadays and the world is at our fingertips, so I appreciate you being here with me today,
and hope that you are able to gain some information that is very valuable to you.

Again, my name is Debra Barker. I've been called a little bit of a Renaissance man when it comes to my background. Katie told you a little bit about myself, and the reason that I have such an eclectic background as far as my education, licenses, accreditations, and certifications is because we moved around a lot as a kid, and as an adult, I moved around even more. My dad was active-duty military, and my husband was active-duty military, so there was a lot of moving and just knew that my education would have to be both affordable and both competitive for employers that knew that we'd be moving a lot.

So, again, just here to talk about a positive relationship at work today. There is a PDF copy of this presentation in the Event Resources section that you can download for yourself and follow along with or that you can have for later for notes.

So, today we are going to learn about different personality types in the workplace.

We are going to build relationships by recognizing differences as strengths. And, again, that's a learned skill, so I'm going to give you some skills to recognize differences as strengths, and then we're going to build off of that. This is just your—your foundation for that healthy start.

And we're going to identify our own attitudes and perceptions of those who are different from us.

And, we're going to discuss how to approach workplace differences constructively. So—and how we give positive feedback and redirection in those instances, whenever there are workplace differences that are a little bit more difficult. We'll talk about that as well.

And, we're going to talk about the benefits of a diverse work group and what those benefits are. Why it's so important to have diverse work groups. Each of us are an integral puzzle piece, if you will, for our organizations and for those different projects that happen, and those different things that happen throughout the day. So we're all very, very important, and it's important for us to understand the benefits of our differences.

So, when I talk about differences, what does that mean? When I talk about differences in work settings, some of those differences listed may be—they
may seem more obvious to some of us. But some of them are not so obvious. Some of us actually have a hard time understanding those different differences that are happening.

So, think of a recent conflict that maybe you've had at work, and think about that conflict that happened, or maybe one that you have observed. Think about what happened. How did you respond to that situation? Or, how—if you were observing that situation—how did that individual respond? And, what upset you? Or, what upset that person? And were you pleased with the outcome? Or, was—again—if you were observing and it didn't happen to you because you couldn't think of a scenario that involved you specifically—think about that other individual—were they pleased? And, what could have been done differently in that situation?

So, reflect upon a situation maybe that was a conflict at work. And, again, it could be something that involved you, yourself, or it could be something that involved someone else. So—and, again—it's important to understand that sometimes in the heat of the moment we may not have been able to think through that scenario ourselves at that point, but when we reflect back on it, we can actually think about these different questions. What happened? How did we respond? What upset us? Were we pleased with the outcome? And, what could we have done differently? What did we learn from that situation?

So, what are 10 challenging personality types? Why do we talk about this? We need to talk about personality types because personality types are going to be something that is going to affect relationships at work. It's going to affect our ability to build those positive relationships at work.

So 10 challenging personality types. And—and actually I love to go through these because a lot of individuals have never heard these specific labels for these types of personalities. But once I start going through the personality actual traits then the individuals in the audience are normally like, "Hey, I know that person," "I know a person like that," "I definitely know that personality." So as we move through those different types of personality types, it's good to keep in mind that some of these individuals that we're dealing with on any given day are going to be a personality type that's going to conflict with our personality type. So, it's also important for us to understand what our personality type is as well, if that makes sense.

So the staller. We saw on the last screen the staller, the sniper, the complainer, the tank, the volcano, the yes man, the competitor, the
pessimist, the clam, and the know-it-all. Well, now we're going to actually go into those actual specific 10 challenging personality types that we just saw on the last screen, and we're actually going to go through them on an individual basis.

A staller is an individual that can't make a decision. They always second-guess themselves or second-guess others that are giving information, right? "Are you sure about that?" "Let me look it up." "I'm not sure—no, I'm positive, just please go ahead and do that." "No, are you sure?" "Because I'm going – I'm going to check that out." So they always second guess things. They're afraid to be wrong, and they do not want to be held accountable for anything. They will try to find someone else to kind of put that off on. "Well, Debra said it was okay for me to do that." Or, "Debra said that that was the answer." So they're afraid to be accountable. It's not that they're, you know, trying to start a conflict, it's just that this type of personality, the staller, is the type of person that is afraid. They have a fear of being accountable for something.

They put off people and things, so always procrastinating. And constantly waiting, not just for the 11th hour like a procrastinator, but waiting until, maybe possibly, sometimes it's too late to actually be productive or to be able to complete the task that's at hand.

So, how do we build a relationship with that type of person? We have to think about the comfort zone. They don't want to upset anyone, so let them know you're not going to be upset about what's going on. "Hey, everything is okay, I just need to be able to work through this with you." "So let's try to figure out what's going on."

Use active listening. So, remember, effective communication also involves active listening. Active listening involves, sometimes, not a response, just maybe a head nod, some nonverbal cues, right? So active listening. Clarify what it is that that person is saying. Maybe even repeating back to them what it is that you think you heard.

Suggest a method to choose from imperfect alternatives. So, good enough will do. Right? What does that mean? Good enough will do. So sometimes, in certain situations, we can't—we don't have the ability to give 110%. And that's okay because certain situations don't allow for that. So sometimes, in certain situations, you just have to let good enough be—be good enough.
And then, highlight the benefits of deciding. What does that mean? Encouraging that individual that just making a decision in itself will seem like an actual—an actual reward. So, allowing that person to understand that deciding is half of the battle. And if they can get half of the battle out of the way, they only have 50% more before they can get to the finish line, right? So, when we're dealing with that type of personality, that's how you would work on building a relationship with them. So just establishing that comfort zone. Clarifying those options. Assisting in problem solving. And highlighting the benefits of deciding, making a decision. And accepting it, right? Because those are the type of people that—that they don't want to be accountable. So allowing them, empowering them, to be able to make that decision.

Another personality type is the sniper. So the sniper, they criticize with sarcasm and humor, and they might make a statement and then rescind it. So that person that says something maybe that is negative or derogatory, and then they say, "Oh, I was just kidding, I didn't mean that." So understanding where that decision is coming from and what that means. So—and when I talk about criticizing with sarcasm and humor, they may say something like, "Oh, well, of course Debra will do that, she's always late anyway." "Of course, you know, Debra, we went ahead and made that choice that you would do that for the—the project because you weren't here to make that decision for yourself." So that—that type of personality, they're the sniper.

And how do we deal with that personality? So, again, we're trying to build a relationship, and this is someone that might make us not keep our cool. So our main focus would be to keep our cool. Managing our emotions. Trying to think intelligently, not emotionally, about the situation.

So, think about useful comments or concerns about those different things that—that individual is saying. You know, maybe—maybe focus on anything that is useful in the conversation, and then ignoring some of those snide or condescending remarks that may happen. And, again, redirecting them if it is condescending or destructive in nature. Asking them not to say those types of things. And then asking them if they really mean what they're saying. "Do you really mean that?" "I mean, I try not to be late." "I'm actually on time." "I know that your—your theory is—is if you're on time, you're late, but I really am trying the best that I can, and I was here on time." So ask them if they really mean what they're saying.
And try to bring their—their actual intentions to the forefront. So just kind of be assertive. You know, just make sure that, that person is—is understanding that—that you are going to ask them questions and ask them to reaffirm what it is that they're saying so that—so that that individual may start thinking about what it is that they are saying before they actually say it. Because a lot of times what you're going to find with an individual like this is when you are assertive that person can become volatile.

So just try to hold your ground. Maybe interrupt the interruption, remember, by asking those questions or redirecting that individual. You know, again, just be prepared that a lot of times a sniper will say something like, "Oh, well, you can't take a joke, Debra." "I was just kidding." So—and that's normal. That person is redirecting that so you feel guilty about saying something. But don't feel guilty. Be assertive and empower yourself to say something. And even say, if it's something that is destructive or something that is, you know, something that is maybe rude or condescending, maybe address that. Say, "You know, that—that really wasn't appropriate," "I really don't appreciate it when you say things like that." So, and maybe—ultimately maybe—that individual didn't realize that what they had said was that condescending or rude, and now that you've said something, maybe that individual will start thinking about that before they make those types of comments again.

So—so that's how we would work on building a relationship with a **sniper**.

What about the **complainer** or the **whiner**? That personality of the **complainer** or the **whiner**, they whine like nothing is right, everything is wrong, can't get anything right. "I just feel like, you know, the day is going bad, all I can focus on is the negative of this situation."

So, maybe they feel powerless. Maybe they—they don't have the authority, or they don't feel empowered enough to actually feel like they are important for that specific situation, or that specific role that they're in. So, empowering that individual is something we'll talk about in just a second.

They see things as too much or not enough. There's no middle ground. There's no gray area. Either something is way too much, that's not realistic, "I can't get it done." Or, "I don't have enough tools to get this done," "There's no way I'm ever going to be able to get it done," I'm—I'm going to be unsuccessful about this." It's always one extreme or the other. There's no in-between with that **complainer** or **whiner** type of personality.
So, how do we build a relationship with this? Just stay calm. Stay calm and react intelligently to the situation. Try to keep those emotions in. "Practice the pause," is what I call it. Where you kind of take a break in your mind, count to yourself before you actually respond to anything with this type of personality.

Don't talk about unproductive issues. Don't—don't talk about things like who, what, when, and why, or how they felt about it. Just set those boundaries. Set those healthy boundaries. Make realistic goals for this individual. And listen to these individuals' main point. Get productive specifics for those points. So you're going to have to ask open-ended questions, so that they don't just answer with yes or no.

And try not to agree or disagree. Just get that information that you need. Gather those specific—those main points, and—and then work from there for a solution.

And try to shift the focus to become solution-focused. Help them find a solution. Focus on solutions. Not the problems. Focus on the solutions for that issue that has—that has reared its ugly head, right? This is the complainer or whiner. And remember, again, the other thing that we're looking at with these different types of personalities are: what personality type are we?

So then we have the tank or the bulldozer. These individuals have a tendency to be abusive or intimidating. This is a bullying type of—of personality. They have an aggressive communication style. They feel like they're right. Even—even if they are wrong, they will be very convincing. And they have a tendency to dominate a situation. Any situation. And, again, like I said, even if they are wrong, they are so convincing in their argument, sometimes we almost believe that they're right even if we know they're wrong. So—so that's the tank or the bulldozer.

And building a relationship with them is very difficult. So being assertive in the way that we actually respond to this type of individual is extremely important for us to be successful in being able to build a relationship with them.

Don't become defensive. You know, keep it professional. Keep all emotions out of the actual situation.
And—and try to at all times stay calm because this type of individual, too, has a tendency to become volatile.

So, and, again, this is the type of individual that a lot of times you cannot win with. So, sometimes, you may just have to say something like, "We're going to have to agree to disagree, and we'll come back to this later when we've both had a chance to kind of regroup."

So that's the type of personality—the tank, the bulldozer—and that's a successful way to build a relationship with that type of individual. Again, being assertive is the strongest solution that I can offer to you. And standing your ground. And make sure that you come to the table with your facts. So make sure that you're fact-gathering before you have an interaction with that—that type of individual, so that you're not just throwing things out in the air, that you actually have fact-based information. And—and so if that person does argue or disagree with you, you'll have fact-based information to give back to them, so that they can absorb that and—and redirect that as well, right?

So that's a reminder that—that we're halfway through.

So—so that is the tank or the bulldozer personality, building a relationship with them.

So our next personality is the volcano or the exploder. We have to make sure that we maintain our composure with this individual. Keep our cool. Stay objective. You have to take control of the situation when that person starts to lose control. So it's very important for redirect. If that person becomes agitated or aggressive, you need to make sure that you're very assertive in your response.

Don't escalate the conflict with accusatory statements like, "You said" or, "You did," or anything like that. Just try to redirect with positive reinforcement. Use short sentences beginning with "I", not "you." So say things like, "I feel like this is not going in the right direction, let's take a break from this." "I feel like when you say things like that, that it's nonproductive for what it is that we're trying to do." Say things like that. And make sure that you provide respect and expect respect in return.

And make sure that you do that not only with what it is that you're saying, but also with those nonverbal cues. Our nonverbal cues are very important.
So make sure that if we're telling them something, that our body matches what it is that our face—that our mouth is actually saying.

And then try to find a peaceful solution. And try to make sure that it's something that both of you are receptive to. And, again, that may take a little while with that type of personality. Just for the simple fact that that personality does have a tendency to—to sometimes—even during solution-focused assistance, you know, while the two of you are trying to work through this—to still be volatile and still—and still try to—try to have a hostile interaction. And this type of personality actually, is usually—for the most part—responsible for a volatile or hostile work environment as well, so—so this type of personality, combined with other personalities, could be definitely counterproductive if we don't address these types of personalities whenever we see things that are of concern to us.

So what about the yes man or the woman? This personality style is super nice. They always say "yes" about everything. They're constantly biting off more than they can chew. They don't know how to say "no." It's okay to say "no." They want to be well-liked, but they really don't understand that it's okay to say "no." And, I want to say it one more time, "It's okay to say no—to say no." "It is okay."

This type of personality does need recognition. They do need that pat on the back. And they do have a tendency to get burned out because, again, they are doing more than what it is that they can physically or emotionally handle at that time.

So this type of person, although they are a team player, and they are constantly saying "yes", and—and we really, really appreciate them, they also can be counterproductive for themselves. They can actually sabotage themselves with these types of characteristics.

So how do we, as individuals, build a relationship with them? Well, sometimes it can be difficult because they have a tendency to say "yes" about things that they really should be telling us "no" about. So, we can't fully trust that they're going to be able to follow through and finish what it is that they've told us "yes," right? So that can build some trust issues.

So, trying to help them prioritize, so that they can legitimately say "yes" to something that they can legitimately be able to finish, and finish to the best of their ability.
This type of personality dreads confrontation, and they may even become resentful. So you need to build a rapport in order to be realistic with them. But you also don't want to scare them off. So, making sure that they understand that you're giving them constructive criticism. You're not doing any sort of negative feedback. You're just there to support them, and—and—and making sure that they understand that you respect them, they respect you, and—and it's—it's the foundation that we have to build upon. So that we can each bring the piece of the puzzle that we need, our integral piece to the puzzle, to make our organization successful.

Try to help them be realistic, but also help them to be honest about their—their limits. A lot of times, this type of personality, they bite off more than they can chew because they don't understand what their limits are. So help them to draw those boundaries. Help them to understand that it is okay to say "no."

What about the competitor? So, I am a competitor sometimes. I have a variety of these different types of personality styles all-in-one. But, I do consider myself to be a little bit of a competitor. So—so—but, at the same time, I don't have all of these traits as a competitor because I do have mixed personality styles that are in there.

A lot of times these individuals are overachievers, but they do have a tendency to stretch themselves to the breaking point. That's one of the characteristics I do not have. So it's very difficult when we're personality-typing someone, if they do have several personality traits from several different types of personalities, right? But, again, getting to—again, getting to recognize these personality styles and figure someone out based upon these personality styles, is going to give you a better understanding of how to work with them, and how to build those positive relationships at work, right? Because that's what we're doing here.

They want to achieve greatness at all times, at all costs. That's the bad thing. If they're a competitor personality style only, it's at all costs.

And they'll sometimes criticize others, trying to make themselves look better. So that's another negative personality trait as a competitor, but it's not always a personality trait. Again, each of these have different personality traits that we've listed, but some individuals may not display all of those personality traits. But it kind of gives you an idea of some of the traits to look for.
So how do we build a relationship with them? So, try to base discussion on facts. It helps them to back down and they don't feel like they're losing, right? So, again, it's kind of like that bulldozer except for—except for with this type of individual they're not bulldozing, they're not trying to put anything on top of you, they're just trying to win. So, letting them know that, "Hey, these are the facts, I've looked it up." "I—-I definitely—I want you to be as successful as I want to be, but, you know, this is the fact, and—and it's not like you were wrong." "You—you know, you just didn't have all of the facts in front of you, presented to you, whenever you made that decision or whenever you made that statement." For that type of individual, that's a way that you could address that.

Think about your own competitive qualities. You're just as competitive as the next person. We're all human. All of us are competitive. So—so recognizing those, and then that will give you something to build upon. Each of you have something alike, something in common.

Don't be afraid, intimidated, or provoked because, you know, that type of personality style wants to know that you are a competitor. They work better with other competitors, so just understand your competitive qualities and—and assert yourself. Empower yourself to—to communicate a more secure image of what it is that you're trying to put forth to that type of personality.

What about the pessimist? We all know about "Negative Nellie" or "Downer Dan". So the pessimist, this type of personality expects the worst. And they never plan for the best. They engage others in negative thinking, so they have a tendency to get people spun up and focus on the negatives. And they always look at the cup as half empty instead of half full or—or what's going on. So, a lot of negative annotations. A lot of negativity in their thought processes. Maybe they passed their boss in the hallway and the boss—they say "hi" to the boss and the boss says nothing in return and just keeps walking, and all day long, they're like, "Oh, my gosh, you know, Debra must be mad at me." "Hey, did you see Debra today?" "Yeah, she looks like she's in a really bad mood." "Things don't look good." "It looks like all of us are probably going to have a long work day." Everything looks negative. "You know, this project probably isn't going well." "She looks like she's had a real rough time." You know, so all those negative thinking—those negative comments, and they have a tendency to get others kind of involved in that.
So—so how do we work with that type of personality style? Well, the—the main thing that we need to do is focus on the fact that we’re not going to argue or get involved in the negative comments. Because that’s what gets them spun up in the first place, right? That's what makes them—it adds fuel to their fire.

So making optimistic statements. Showing that change is possible. And encouraging them to brainstorm. That’s going to give them many different alternatives to those situations. And show them that there could possibly be a positive outcome for that situation, right?

We know that they have good intent, and we want them to be involved in the situation and the solution for the situation. So, focusing on the solution instead of the problem is the most important part of that.

What about the clam? So, this is the type of individual that we work with that really doesn't say much. They don't want to open up, so it's important for us to ask them open-ended questions so that they don't have to just answer "yes" or "no," so we really can gauge where they're at. So we can get a pulse on what it is that’s going on with them.

They don't display an obvious response, so we don't really know where they're at because they don't really give us nonverbal cues, or verbal cues, right? And they can generally be very tough to read because they've been a clam for a while, right? They're used to that type of behavior. They're used to that type of reaction from themselves. So, encouraging them to be part of the solution, be part of the feedback that's going on. Ask those open-ended questions. Involve them. Empower them. Make them feel important. Ask questions and wait. Just be comfortable with silence. Wait. Don't respond until they respond.

And validate and be patient whenever they do respond, whenever they do talk. Sometimes they just need a smile and a nod, like those nonverbal cues. They don't really need someone to actually say something, they just want someone to acknowledge their—their feedback, what it is that they're saying.

What about the know-it-all? We probably all know maybe this personality style.

All of these personality styles, you'll notice throughout some of them there's some different tendencies that are similar. In the know-it-all personality, it's
similar to *the tanker/bulldozer*. It pushes a lot of stuff in front, so it's hard to see what's behind or inside.

They always have an answer for something.

They'll bombard you with facts even if those facts are not accurate.

And they can be similar to that *tank* or *bulldozer* in the fact that they are very aggressive in the way that they deliver their message. So, maybe using a loud voice.

They may even insult you if you disagree.

And they may have an imposing physical presence. So what does that mean? A little aggressive, right? Like, maybe, posturing. Maybe, crossing their arms with a scowl on their face.

So, again, that physical presence may be overpowering at some point with this type of personality style. A little bit intimidating, if you will.

We build a relationship with them by avoiding questions. They're often—they think they're right even if they're not right. And because of the fact that they are oftentimes right, it actually encourages them to behave in that fashion, if you will. So, try to—try to just avoid those questions. Try not to argue. They might not even want to hear what you're saying anyways.

So just expect this type of personality style to interrupt you. They are going to have feedback on feedback upon feedback. So try to, when they are engaging, try to paraphrase back their main points. And understand that they—they probably, more than likely, have knowledge that is very helpful for that situation, just like each of us do in any sort of solution that we're trying to come up with. So trying to find that knowledge may be sometimes a little bit difficult with this type of personality style, but—but encouraging them to stick to those main points and—and when we do that, it causes us—it empowers us—it lets us to be self-confident. So—so being self-confident with this type of personality style is very important, so that we can assert ourselves so that we can avoid that confrontation, but we also are able to express our opinions in those types of interactions with that type of individual.

So which type of these challenge—challenging personalities do you find the most difficult to work with you? And, why? And, again, this is a question for
self-reflection. This is just a question for yourself. You don't have to answer this anywhere on—on the screen or anything. It's a reflection question.

So, know yourself, and know your buttons.

What is the positive side of these difficult personality types? What is the positive side of those?

Which types of these challenging personalities do you find the most difficult to work with? And, why? And then think about the positive side of those difficult types. What are the positives that they bring? And focus on those. Don't focus on the negative, focus on the positives of those.

And, ultimately, what is our ultimate goal? It's to be able to work with those different personality styles.

So remember the goal. It's all about mutual respect. As all relationships. Whether it's at work, or if it's at play, or wherever it may be, it's about mutual respect.

Individual responsibility is very important. So not only instilling individual responsibility in ourselves, but also empowering that individual to have individual responsibility for themselves.

Communication. Effective communication. That involves effective listening. So make sure we put on our listening ears. My grandmother used to always say, "God gave you two ears and one mouth for a reason, Debra." That was so that I could listen, right? Because sometimes some things don't involve an actual verbal response.

Be flexible. All personality styles are different. So let's learn to work with each other. So have some flexibility.

And focus on teamwork because each of us are important. We each play an integral role in our organization. And each of us, without our part, without our integral role, the organization is not as successful. So, we definitely want to focus on teamwork and encourage each other.

So, I just want to take a poll. And, again, this is a question you can answer for yourself. And, I want you to focus on this and think about how you experience conflict at work. And these are just three answers. And, again, this is a self-reflection question. How do you usually experience conflict at work?
A: Both parties getting defensive or heated. B: One party demanding his or her way. Or, C: Both parties listening to the other and seeking a solution.

And then, for that self-reflection, what I want you to do for homework is—what I want you to focus on—is making "C" your answer in any type of situation. So—and—again, that's a learned skill. So it's not going to be something you can take home tonight for that homework and tomorrow be successful at it because it's going to be a learned skill. Because different personality types are difficult, right? Different situations are difficult and have different solutions to each.

So, our goal, though, is ultimately to remind ourselves that both parties should be listening to the other and seeking a solution at all times. So, that's our main goal from that poll.

That's your homework. And many of us have been out of school for many years, so—so it's been a while since we've had homework, right? Myself, I have a number of accreditations, certifications, and licenses, but I always make a joke that when I'm not in a classroom setting, facilitating a class for individuals, I'm actually in a classroom taking continuing education classes. So, I'm always in a classroom, but—and I'm always dealing with different personality styles.

So, how do we manage a difficult interaction? We talked about different personalities and how to—how to manage those, how to deal with those. For any type of situation or interaction, we can just take some deep breaths. Just practice the pause. Take a couple of deep breaths, and then react.

Think about the speed and the loudness of your voice. I'm a very loud person. Some people are not responsive to that. So kind of taking it down an octave.

Maybe—maybe, you have a tendency to talk really fast when you get mad. Think about that. Think about those different situations, those volatile situations, and how you reacted. And learn from that, and build off of that. "Okay, well, I'm going to slow down the way I'm talking." "I'm going to gather my thoughts before I respond." "And I'm not going to use accusatory type of phrases like 'you'." "You're always late." "You did this." "You did that." "I'm going to try to replace it with ‘I' statements." "I feel like when you aren't here on time, you don't really respect the—the authority of our team."
"I think it—it's undermining the authority of our team." Try—try to rephrase those statements.

Keep your posture upright and relaxed. A lot of people read those nonverbal cues. I always remind individuals that, you know, just because my arms are crossed and my hands are crossed does not mean I'm listening to you. Sometimes, I may be cold.

So asking questions, you know, "Hey, is everything okay?" "What do you think about that?" And asking those questions so that—those open-ended questions—so that individuals can give some feedback.

Use a firm yet respectful tone of voice. Try not to ever talk to an adult like they're a child because that's the number one way to definitely not build a positive relationship. So—so let's make sure that we're using a respectful tone of voice and one that is equivalent to the age group that we're talking to.

Declare your limits. Think about those boundaries that you have, and be assertive whenever you are declaring those limits and those boundaries. Make sure that that individual knows what your intent is so that there's no question. And make sure that your affect, what your body is saying, matches what it is that's coming out of your mouth.

And remember I talked in the beginning about embracing that diversity? Each of us are so important to the team. So, evaluate our attitude. Try to be open to change. Be flexible. Respect those different differences because each of us has different differences that are going to only benefit each other if we allow them to just present them in a positive way, right? By integrating those differences.

And use those differences and strengths to achieve the goal that we're looking for. So build off of those strengths and those differences, so that each of us can benefit from them and grow from them moving forward.

We want to build a positive team, and how we do that is through utilizing the group strength. So it's all about a strong foundation. Why are the pyramids at Giza still standing? Because of a strong foundation. That's the most important. And how we do that through a strong foundation and starting off with the group strengths. Focusing on that.

Focus on the end result. We're building off of that.
Realize that you gain more by working together. You each benefit from each other.

Focus on the positive. Don’t focus on the negative. There’s nothing we can do about what’s happened, or the problem. We can focus on the solution and the positive that’s going to come out of that.

And, each interaction builds on the last. So, each effective team building makes the next one even easier. So, what’s going to happen is we're going to learn from our mistakes, or our failures, and we're going to benefit from those the next time something like that comes up. Because we are going to have learned from that situation.

So, that’s how we create a positive team.

And also through resources, right? What are some resources to build a positive team? Well, we could contact our Employee Assistance Program—Employee Assistance Program to see what sort of—maybe—solution-focused skills that they could offer us. You know, reaching out to the Employee Assistance Program to find out what's available through them.

Maybe peer-mentoring groups. Maybe through HR. Maybe through our supervisor. Maybe through a colleague, or a friend. Whatever that may look like. So whatever resources that we ourselves can find, even for ourselves individually, that will benefit ourselves as well as our team.

So, if I have any questions or comments, I'm going to go ahead and ask for those now. I'll give everyone just a couple of minutes for questions and comments. Maybe one or two minutes. And—and I don’t see any questions or comments yet, but I'm going to see if Katie sees anything, and—and then I'll kind of wrap it up.

Thank you so much, Debra. And for everyone and whenever it is that you’re listening in to this, we do want to let you know that, just as Debra mentioned, your EAP, we’re here for you 24/7. If you do have a question, you can go to the Ask a Question section and click send, and we'll go ahead and receive that via email, and we'll reply back to you via email, usually within one week, if not sooner, depending on the nature of your question. But, again, I'm just going to put up that EAP slide again. You are more than welcome, and we encourage you, to reach out to us. We're here
24/7. You can get some immediate assistance with whatever situation you're in.

Again, you can get a copy of the presenter's slide deck. You can do that by going to the Event Resources.

There will also be a brief survey when you're done listening and log off. It should pop up, and we'd appreciate your feedback on that.

So, thank you again. We wish everyone well. Thank you so much, Debra, for a lot of great information and walking us through this. So, I will pass it back to you for a final word to close us out.

Thank you, Katie.

Again, I didn't see any questions or comments. I really appreciate it. I appreciate everyone's time. I think that's one of our most valuable assets, and, let's face it, none of us are getting any more time, so every moment that you were here with me today, I greatly appreciate it.

I hope you were able to take something of value, if not many things of value, away with you today. And, I look forward to hearing or seeing you in a classroom in the future on this subject or on a different subject. And, I hope that you are able to build positive relationships at work moving forward. And, even use this information in your personal life.

So, thank you very much, and I hope you have a wonderful day. Thank you.