

CONNECTIONS

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What Are the Secret Ingredients for Happiness?

By Ilene Berns-Zare, PsyD, **Psychology Today** (Used with the author's permission)

Millions of people throughout the world, from all walks of life, aspire to be happier. Are you one of them?

In October 2022, I published a post called **30 Tips for Greater Happiness** that received thousands of views in the first week. Clearly, many of us want to experience more moments of happiness and hope to learn the “secret” ingredients to bring more of it into our lives.

When we're frequently hit with bad news and difficult times, it can be hard to experience a sense of happiness, compassion, and balance. Yet according to experts who study well-being, it is possible to seek happiness even amid life's challenges. What are the ingredients for happiness? Or, are the ingredients so simple that sometimes we just don't notice them?

Research studies show that happiness is not simply an outcome of success but is actually an ingredient to create success in life (Lyubomirsky, 2013; Lyubomirsky, King & Diener, 2005).

So, what is happiness? The American Psychological Association defines happiness as feelings of satisfaction, joy, and well-being (APA, 2022). Harvard University positive psychologist Tal Ben Shahar, Ph.D., writes that happiness is “the overall experience of pleasure and meaning” (Ben Shahar, 2007). And happiness researcher Sonja Lyubomirsky, Ph.D., (2008) explains that experiencing life as worthwhile and meaningful is an important aspect of happiness.

If happiness is not just a feel-good experience, how can we take charge of our happiness? The factors that contribute to building happiness and well-being have been studied extensively by positive psychologists. According to Dr. Lyubomirsky and her colleague Kristin Layous, Ph.D., those of us wanting to experience greater happiness don't need to rely on unsubstantiated advice from self-help books or pop magazines. There's mounting evidence from controlled, randomized studies showing “that relatively simple intentional changes in one's thoughts and behaviors can precipitate meaningful increases in happiness” (Lyubomirsky & Layous, 2013).

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Happy New Year City Employees!

Here we are at the start of a new year, why not be grateful for the good things life has to offer? If you need some inspiration, please take a look at the Tedx Talk by Dewitt Jones called *Celebrate What's Right with the World*. It may take practice to reframe certain situations to see them in a new light but soon it will become second nature.

This quarter's newsletter articles include:

- What are the Secret Ingredients to Happiness?
- 7 Tips for Getting Through Difficult Conversations
- Emotionally Intelligent Manager
- The Aching Red: Firefighters Often Silently Suffer From Trauma And Job Related Stress
- 4 Ways to Politely Yet Firmly Turn Down Work
- What does it mean to be a Resilient Parent?

Please drop us a line if you would like us to address a certain topic in a future newsletter. We also welcome any feedback you have for us, after all we are here for *you*.

Be well,

~ The EAP Team



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A study by Lyubomirsky, Sheldon, and Schkade (2005) looked at 51 researched interventions and found that people who practiced positive intentional activities became significantly happier. According to many researchers (Lyubomirsky, 2013; Lama & Tutu, 2016; Seligman, et al, 2005; Fredrickson, Cohn, Coffey, Pek & Finkel, 2008), factors that increase happiness include:

1. Reframing or visualizing an experience more positively
2. Choosing to be generous and kind
3. Practicing and experiencing gratitude
4. Cultivating strengths
5. Meditating

The acronym PERMA can help us further clarify the factors that build happiness (Seligman, 2012). The components of the PERMA model are:

- P** – Positive Emotions
- E** – Engagement/Flow
- R** – Relationships
- M** – Meaning/Purpose
- A** – Accomplishments/Achievements

According to Martin Seligman, Ph.D., happiness and well-being are high PERMA, while languishing (feelings of dissatisfaction, blah, stagnation, unsettled) is low in PERMA (Seligman, 2012; Ackerman, 2018). Even when life serves up tough stuff, you typically have opportunities to experience components of PERMA, inviting

more moments of happiness and wellbeing into your life. Many happiness ingredients are products of actions and choices — not one-and-dones — but rather the products of ongoing behaviors and pursuits. Simple moment by moment choices can improve your sense of well-being.

Happiness thrives on living with intention. The A in PERMA is about setting intentions for yourself and aiming toward clear, specific, attainable goals. Then take action, one manageable chunk at a time to bring your goals and positive habits to reality.

Consider your own life. How can you take charge of your own happiness? How can you help generate more happiness opportunities to inspire those around you to choose greater happiness in their lives?

In addition to writing for Psychology Today, I'm a leadership and personal coach, credentialed by the International Coaching Federation. I offer webinars on a range of topics. Here's a link to some of them:

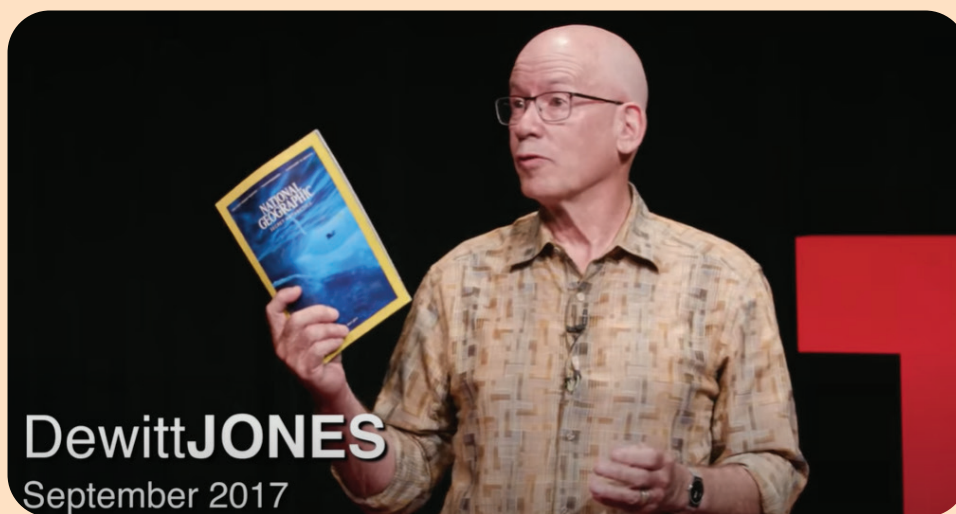
<https://ibzcoaching.com/speaking/>

Disclaimer: This article is for informational purposes only. No content is a substitute for consulting with a qualified mental health or healthcare professional.

*Linked references available in the **original article on Psychology Today.***

Celebrate What's Right with the World!

Dewitt Jones, former National Geographic photographer and renowned lecturer, encourages us to celebrate what is right with the world in this Tedx Talk recorded in 2017. We find his message to be inspiring as we begin another trip around the sun, a great reminder that there is always something to be grateful for despite some challenging circumstances in the world.



LEADERSHIP *Matters*

7 Tips for Getting Through Difficult Conversations

By Loren Soeiro, Ph.D. ABPP, **Psychology Today** (Used with the author's permission)

Use these strategies to make difficult talks more open and productive.

Have you ever felt anxious about an upcoming talk — one whose outcome you can't predict? One that makes you feel edgy or jittery all day, unable to focus on other things? Maybe you were planning to talk through something difficult with someone important — perhaps the status of your relationship, your reaction to a betrayal, or your apology for breaking a promise. You have to tell a parent that you won't be able to visit when they want you to. You need to ask your partner to change the way they've been treating you. Or maybe it's much more mundane: Your child got into a fight at school and you need to talk to them, to help them understand what went wrong.

No matter what the purpose of the upcoming Big Talk, some things don't change, and some communication strategies can almost always help. Here are seven basic ideas, elaborated where possible, about how to keep your difficult conversations open, clear, directed, and productive.

1. **Have a goal in mind.**

Try to identify what you're hoping to achieve before you begin. Perhaps you'd like to ask your spouse to stop teasing you in social situations. Or maybe you intend to ask your boss to back off a bit, to stop intruding into your private life.

Be clear and specific in your own mind about what you want to accomplish; don't just go into the conversation with a vague negative feeling and an intention to let it out. And when you begin to talk, don't just complain about the problem you've noticed: suggest solutions, too.

2. **Use a non-blaming communication style.**

A great template for this type of phrasing would be: "When you do X, I feel Y." In other words, simply explain to the other person that your feelings follow their actions — not that they are deliberately "causing" you to feel low, or that they are "making you feel" some particular way.

Present your feelings as an unintended consequence that you'd like to avoid, and ask for their help in avoiding it. To do this, you may need to take note of your own feelings before you have the conversation. Try to detect any antagonism, or any eagerness to defend yourself; be aware of feeling angry at the other person. Before you meet, work out some ways to express these feelings in a neutral, non-blaming manner.

3. **Recognize that complex, interpersonal problems have complex, interpersonal causes.**

In other words, you'll need to acknowledge your own responsibility for some part of the conflict you want to talk about — especially if this is what you are asking the other person to do.



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Be clear about the fact that such issues are never exclusively the fault of one person or the other. Recognize that the conflict was caused by an interaction between the two of you, and thus is due at least in part to your own errors in judgment. So don't insult, don't provoke, and don't accuse. Be open about the problem, but do so without blaming the other person for it.

4. Accept criticism if it's on-topic.

Acknowledge your mistakes. Before you go into the talk, make a mental list of things you're prepared to own up to. (Don't limit yourself to the ones you can find, yourself; there may be some you haven't noticed.) If you want to work out a problem, don't assume that the other person is the only one who needs to change.

However, don't be redirected into an examination of your own faults either; keep the conversation focused on the issue you brought up in the first place. Listen to the other person when they criticize you and tell them you will be happy to talk about that later after you've sorted out the original issue.

5. Phrase requests toward the positive.

Describe the changes you'd like to make, rather than simply complaining about the problem you've noticed. You'll be saying essentially the same thing, but in a way that goes down much more easily. "Our relationship is terrible these days," contains effectively the same information as "I want it to be easier for us to spend time together," but the latter is much less likely to make someone else feel defensive.

Another way to understand this point is to recognize that you are not the only one who will benefit from the changes you're requesting or the solutions you've suggested. Try to think through and explain to the other person why that might be true.

6. Don't feel the need for total victory.

Sometimes you don't need the other person to agree with you. You may only need to get your opinion out there in a neutral, well-reasoned way, so that they can hear you say it and can consider it later, in the fullness of time — even if they're defensive when you first bring it up. After all, if the other person becomes upset or takes your critiques personally, perhaps their reaction proves your point. (The opposite is also true: if you are criticized in a way that makes you angry, your hurt feelings might mean the remark has some truth to it.) So don't expect an immediate behavior change or a full admission of guilt. You may have to accept being "less right" than you think you are.

7. Don't forget to listen.

This might be the most important communication strategy on this list. When you open up a difficult conversation, be aware that it might go in unexpected directions. Be sure to take some time out from trying to make your points so that you can really hear and understand what the other person is saying, from their perspective. Use empathy, slow down, and try to take their point of view. Catch yourself before you react defensively to anything you hear.



EMOTIONALLY INTELLIGENT MANAGER DO'S AND DON'TS

High emotional intelligence (EQ), the ability to manage one's emotions and understand the emotions of others, overlaps with strong interpersonal skills, especially in conflict management and communication – crucial skills in the workplace. It's important for people managers to be emotionally self-aware, view conflicts objectively, understand their own strengths and weaknesses, and respond with empathy and humility. Employees who feel understood, appreciated, and valued at work are happier and more productive.¹ Here are several examples of how managers can practice emotionally intelligent interactions with their team.

SITUATION 1:

A manager and their team are experiencing frequent miscommunications, causing frustration and tension.

DON'T: Expect all team members to sync to the manager's communication style or ignore employees' preferences.

DO: Learn more about each team member's communication style, from tactical to emotionally driven, to better motivate and support the team.

EQ-CONSCIOUS CONCLUSION:
The manager and team reduce miscommunications and frustration and improve feelings of trust and connection



SITUATION 2:

The manager feels disappointed about an employee's recent poor performance.

DON'T: Scold the employee during a team meeting, adding a personal insult for emphasis.

DO: Schedule a one-on-one meeting with the employee to understand their situation better, discuss potential reasons why the employee is performing poorly, and offer support.

EQ-CONSCIOUS CONCLUSION:
The employee feels heard and is willing to improve their performance with the manager's support.

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SITUATION 3:

A high-performing employee needs little instruction to complete high-quality work.

DON'T: Ignore the employee's needs to focus on those who need more support.

DO: Check in with how the employee feels, ask if they need support, and discuss how they can continue pursuing their personal and professional goals.

EQ-CONSCIOUS CONCLUSION:

The employee feels appreciated, connected, and realigned with their goals.



SITUATION 4:

An employee asks their manager for more professional and emotional support.

DON'T: React defensively, vent your own frustrations, and scold the employee for not saying something sooner.

DO: Validate the employee's feelings, discuss how you can support or redistribute the employee's workload, and encourage the employee to take more breaks during the day.

EQ-CONSCIOUS CONCLUSION:

The employee feels supported and more willing to discuss issues with their manager.

SITUATION 5:

The manager wants to discuss an upcoming project with their employee.

DON'T: Ask to speak with the employee at the end of the day with no additional context.

DO: Ask the employee to discuss an upcoming project and schedule a meeting time.

EQ-CONSCIOUS CONCLUSION:

The employee feels at ease and better prepared to speak with their manager.



SITUATION 6:

The manager notices that a new employee is struggling during training.

DON'T: Express disappointment and shame them into learning the job responsibilities quicker.

DO: Acknowledge that it may take time for the employee to grasp certain job responsibilities, ask for feedback on the training process to discover what gaps exist for the employee, and discuss how you can support those areas

EQ-CONSCIOUS CONCLUSION:

The employee feels motivated, supported, and more comfortable talking to their manager when they need help.

For more information about EQ, visit the Yale Center for Emotional Intelligence at www.ycei.org

1. Spatz, Steven. "Why Making Your Employees Feel Valued Is a Good Business Decision." Medium, Mission.org, 17 Aug. 2018, <https://medium.com/the-mission/why-making-your-employees-feel-valued-is-a-good-business-decision-d303a02abbd4>.

FIRST RESPONDER FOCUS

The Aching Red: Firefighters Often Silently Suffer From Trauma and Job-Related Stress

By Arash Javanbakht, Associate Professor of Psychiatry, Wayne State University (www.theconversation.com)

Matthew was exposed to unimaginable scenes of pain and suffering in his job over more than a decade as a firefighter. The last straw came when he witnessed the death of a teenager – who was the same age as his son – from an overdose.

“The worst part is when you see an infant or a child die,” he told me during a visit. “Exposure to their family’s pain – and that you could not save that life – is very heartbreaking.” Matthew, for whom I’m using a pseudonym to protect his privacy, was being treated at my clinic for post-traumatic stress disorder and depression.

Images of tragedy, loss of entire communities and the terrible destruction wrought by deadly wildfires in the West have sadly become all too common. But the public hears relatively little about the suffering of the firefighters who risk their lives and are away from their families for days and weeks at a time. And though firefighters are primarily recognized for responding to fires, they’re also often among the first to arrive at all other manner of disasters and accidents too, as Matthew’s example shows.

While the choice to become a firefighter often stems from a passion for, and a mindset of, helping others and saving lives, being constantly exposed to death, injury and suffering comes with a cost. Cumulative stressors include the physical toll on the body, long working hours, work-related sleep disturbance and an inability to attend to daily family life.

I am a psychiatrist and trauma expert who often works with first responders as well as refugees and victims of war crimes. While many people think of firefighters as the happy heroes, the real-life, day-to-day experiences of these heroes can have real consequences for their mental health that remain largely invisible to the public eye.

The life of a firefighter

Firefighters have their own family-like “culture” and lifestyle, and they have experiences that often only their peers can relate to. Teams often spend whole 24-hour shifts together for years – even decades – and share holiday meals together when they can’t be with their own families.

Recently, when I spent time with a firefighter team in Dearborn, Michigan, one of the firefighters who was of German descent made a full German dinner, complete with schnitzel, sauerkraut, potatoes and dessert. When I sat at my assigned seat waiting for others to join, the firefighter sitting next to me said, “If you wait, you might never be able to eat your dinner.” Sure enough, five minutes later we had to go out on a call. During the ride, I reflected on how stressful it is to drive at high speeds to a potential disaster where you will have to problem-solve to save a life – or fail at doing so.

The life of a firefighter requires a frequent and immediate switch from laid-back life at the station to racing to unimaginable scenes that could involve anything from a light car accident to horrible car crashes, where first responders have to pull people or bodies from crushed or burning cars.

Exposure to tragic scenes – and the associated risks to firefighters’ lives or their colleagues’ – is a routine part of this job. Often, firefighters are re-exposed to these traumatic experiences via stories in the media or through videos and other posts by bystanders on social media. During the ride along, one firefighter said of this re-exposure, “You see it on all the local TV channels, along with the frequent updates.”



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Mental health impacts of stress and trauma

PTSD is a condition caused by exposure to traumatic experiences such as natural disasters, war, shootings, motor vehicle accidents and assault. It can result from one's personal exposure to a trauma, or to someone else's exposure.

More often, people have heard about PTSD in the context of war, with combat-exposed veterans. While combat veterans often return to the normalcy of the civilian life after deployment, the job of firefighters, police officers and emergency medical services workers involves regular, routine exposure to all types of traumas, for years and decades of their careers.

The PTSD brain is constantly on alert, screening for danger. Symptoms of PTSD include frequent nightmares, flashbacks, avoiding reminders of trauma and being easily startled and angered. Research shows that 20% of firefighters and other first responders pass the diagnostic threshold for PTSD at some point in their career, in comparison with 6.8% in the general population. A higher number of first responders experience symptoms that do not meet full diagnostic criteria for PTSD.

Other consequences of cumulative trauma exposure include depression, anxiety, substance use and suicide, all of which are more common among firefighters and other first responders than in the general population. Alcohol use often becomes a coping mechanism. A recent study found that more firefighters and police officers die by suicide than in the line of duty.

The challenges and solutions

The problem-solving and "being in charge" work attitude that is a strength of firefighters can sometimes become a barrier in seeking help, as they might see vulnerability as a sign of failure. Often I have heard from first responders the feeling of shame and worries that others might see them as weak for discussing these issues. First responders sometimes tell us that they can have a hard time trusting mental health providers, some of whom might not have much firsthand experience with understanding a first responder's life and challenges. Firefighters often also find it impossible to share their tough work experiences with their families.

Left unaddressed, trauma and chronic stress can lead to not only mental health consequences but also physical illness, including diabetes, hypertension and heart disease, obesity and chronic pain.

The City of Madison's EAP program has an extensive list of therapists that specialize in working with first responders and practice an array of evidence-based trauma therapies including talk-based therapies, EMDR, and Brainspotting. If you need help, don't hesitate to reach out to the internal program or FEI (our external EAP). If you are reaching out to FEI, remember to identify yourself as a first responder to get appropriately connected to one of our first responder experts.



Steps forward

Fortunately, serious efforts are being made to spread awareness and fight stigma related to mental health. Peer-support programs are made available to first responders to provide empathetic support and to encourage those in need to seek mental health care. Such programs can help fight stigma by explaining the mechanisms of trauma and stress in the body and brain. This approach can also reframe these experiences as vulnerabilities rather than weaknesses. The "don't quit" mentality of firefighters can be shifted toward encouraging fighting the mental health consequences of trauma, instead of avoiding and denying it.

There are a growing number of effective treatments and interventions for addressing PTSD, depression and substance use, including talk therapy, lifestyle changes and safe medications. Knowing that the consequences of trauma can be resolved by proper interventions also helps reduce the stigma that can sometimes be associated with mental health problems. This can lead to the mindset that PTSD is a treatable condition rather than a label to live with for the rest of one's life.

Other comprehensive programs are underway nationwide, dedicating resources to providing education, support, prevention and intervention for first responders and their families. One such initiative, which involves my department and my research clinic, recently started at Wayne State University with the support of the state of Michigan. This program aims to provide education, prevention, peer support and a statewide network of mental health providers familiar with specific challenges of first responders. We are also developing novel methods for trauma treatment using cutting-edge augmented reality and telemedicine technologies.

Having worked with hundreds of civilians and first responders with trauma over more than a decade, I have time and again seen people recover from PTSD and depression and successfully return to a thriving career and family life. I have high hopes that we can help create awareness and, ultimately, improve the lives and well-being of many first responders.

4 Ways to Politely Yet Firmly Turn Down Extra Work

by Ruth Gotian, Ed.D., M.S., **Psychology Today** (Used with the author's permission)

What to do when your good work is rewarded with more work.

Congratulations! You are great at your job. If you excel at your work, there is a good chance that your good work is rewarded with more work. The downside is that your plate runneth over, and you need more bandwidth to take on passion projects or stretch assignments. Unfortunately, this scenario puts you on a clear path to burnout.

True, at times, you have no choice, and the work is part of your job; other times you are simply “voluntold” to take on another task and there is no way out. The challenge is that some work is busy work or something related to good office citizenship, but at the end of the day, it doesn't get you any closer to a promotion.

Such assignments are often referred to as “nonpromotable tasks.” You are doing more things, but they won't get you closer to your goals or a promotion. Worse, they detract from your effort to take on stretch assignments, meet with a mentor, or network—all things needed for professional development.

To avoid being in an endless loop of nonpromotable tasks and to avoid the burnout plaguing an already drained workforce, consider these responses as a way to turn down extra work.

What can I take off my plate to make room for this new project?

We all have 24 hours in a day, and we shouldn't be working all of them. If faced with a new project, ask which one you should stop doing or give to someone else to complete in order to make time for this new project. This signals that you cannot be a dumping ground for all new tasks and tight deadlines. Someone else's emergency is not your problem.

I do not have the bandwidth, but have you considered...

While you might not have the time to take on a new project, it might be the perfect opportunity for someone more junior. For them, it would be a career builder, whereas for you, it is a career distractor. When turning down the request, sponsor another person and mention their name as suitable for the work. Often, the person requesting just wants the job done, and if you can find them a replacement, they are happy to have the recommendation.

I actually know someone who would be a better fit for this.

Similar to the above statement, this response tells the asker that someone on the team is already an expert. Unlike the previous statement, which says you are too busy, this response says you are not the best person for the job, but you know who is more appropriate. This spreads the wealth, informs the requester of other people's skills on the team, and offers opportunities to another person.

My plate is as full as I'd like it to be.

Have you been asked to organize a potluck or sit on a low-value institutional committee? Or do you feel like you are invited only as a token person? If something is not part of your formal job, and you are asked if you'd like the opportunity, think whether it will help you meet your goal. If not, simply respond, “My plate is as full as I'd like it to be.” Such a statement tells the asker that you are not interested in new projects that are not aligned with your professional development. It puts the ball in your court, and you now control the conversation.

Having work-life control is paramount. The trend in these responses is to politely yet firmly say no to nonpromotable tasks so that you can concentrate on your professional development and not be penalized for being the office star.





IT TAKES A VILLAGE

What Does It Mean to Be a Resilient Parent?

By Tzivy Reiter, LCSW, **Psychology Today** (Used with the author's permission)

Initially, I wanted to write a blog about resilient children. Then I started thinking about several factors contributing to children's resilience: safety, healthy relationships, adaptability, strong coping, and self-regulation skills. So many of these factors are influenced by the adults in their lives. For example, children's coping skills are related to adults' coping skills, and self-regulation develops after co-regulation.

Children learn so many skills through the modeling of their parents and caregivers. After some reflection, I realized that resilient children start with resilient parents. Thus, my new blog name was born: "The Resilient Parent: Strengthening Our Children, Strengthening Ourselves."

What does resilience mean? And what does it take to be a resilient parent? People often misunderstand resilience and think being resilient means always acting strong, "powering through," and being overly positive. Some believe it means being upbeat and optimistic all the time.

Resilience has been defined as "the ability to withstand and cope with stress that facilitates thriving despite adversity" (Connor & Davidson, 2003). For me, resilience is the ability to cope with life's challenges, integrate them into your life, and bounce not back but forward in the wake of adversity. In addition, I believe resilience is often accompanied by the ability to identify and express strong emotions and, ideally, to share them with people who make you feel safe.

What resilience does not mean is denying your feelings. Resilience does not mean that we don't feel the full range of our emotions; we don't feel sad, devastated, or grief-stricken; we don't feel angry and even furious sometimes; we don't feel anxiety, worry, or pain. Being resilient means experiencing the full range of your emotions, recognizing and expressing them best for your needs, and coping with them.

As a grief and trauma specialist, parents often ask me, "Is it okay to cry in front of my children?" The answer to me is a resounding yes! It is surprising how many adults, even professionals, believe it is inherently harmful to cry in front of children.

When something sad happens, crying in front of your children is acceptable and healthy. In so doing, you are modeling a healthy expression of authentic emotion appropriate to the event. It is essential that the crying is not uncontrollable, prolonged, or uncontained. And it is important that through your tears, your children's basic needs are met. If that is not the case, that can be scary and feel unsafe to children.

Crying in the face of tragedy or pain in a manner that demonstrates that you're feeling sad, but you are taking care of your children's needs (e.g., feeding them dinner even if it is only cereal and sliced fruit) accomplishes many things, including the following.

1. Gives expression to your feelings.
2. Models for your children that it is alright to cry when we feel sad and that being strong doesn't mean hiding your feelings.
3. Teaches your children that sharing your painful feelings with others is healthy and gives them permission and space to share their feelings with you.
4. Shows your children that you can be going through a hard time right now, but you're still okay, and they'll be okay, too.

I believe resilience is not predetermined, and we can actively grow our "resilience muscles" throughout our lives. Therefore, we can go on this journey together to build our resilience in a parallel process, first as resilient parents and ultimately by modeling and concurrently growing resilience in our children.

Linked references available in the **original article on Psychology Today**





EMPLOYEE ASSISTANCE PROGRAM CONFLICT MANAGEMENT

During Conflict Management, participants will have an opportunity to increase their self-awareness regarding their common styles to approaching and navigating conflict. Additionally, attendees will be encouraged to recognize different behaviors that they may engage in that lead to inadvertently increasing tension during a conflict. Finally, they will also be offered strategies and tools to defuse and resolve conflict in ways that honor their values, boundaries, and those of the other person involved. In spite of our focus being on the professional and collegial setting during the training, all of these skills are transferable to other contexts.

Learning Objectives:

- » Increasing self-awareness about one's personal style of managing conflict
- » Recognizing how different behaviors may increase tension
- » Exploring tools and strategies to successfully navigate conflict

Note: Because this course is interactive, we recommend joining from a computer or smart device. Phone-only participation is not recommended.

Thursday, March 9, 2023: 10-11:30am



Registration required.

Questions? Call the EAP Office at (608) 266-6561.



*Thanks for reading,
we hope you found the information useful!*

**You can reach any of us by calling the
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