



NEWSLETTER

March 2017 ISSUE

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President's Address

Hey fellow NUHRA members!

Thank you for taking the time to read yet another amazing chapter newsletter! I personally feel these newsletters are helpful because they keep me up to date on current NUHRA events (which I find really fun and informative), provide legal updates that may have been overlooked elsewhere, supply some great articles that help give advice and guidance in HR related issues that we all deal with at some point or another, and also include a new "Handle With Care" section that I absolutely love because it gives real life examples on how to tackle some of our toughest HR issues!

I hope each of you are finding value in our meetings and newsletters as well. However, if you find yourself questioning that value, please do not hesitate to reach out and provide me or any of our board members with that feedback so that we can improve and become a more valuable cornerstone for you in your HR-related career or current position. We'd love to know what we can improve on so that we can help make this membership worth it to each of you. Please help us help you! Feel free to reach out to any of us at a meeting or event, or shoot me an email anytime.

2017 Board Members

- President | Alison Evans
- President Elect | Steven Maughan
- Secretary | Ronda Bateman
- Treasurer | Darrel May
- VP Membership | Dana Williams
- Communications | Trisha Clark
- Webmaster | Christina London
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- Student Liaison | Pat Wheeler
- Student President | Curtis Waite
- Golf Committee Chair | Shawn Choate
- Past President | Veronica Akers

AFFILIATE OF



SOCIETY FOR HUMAN RESOURCE MANAGEMENT



Upcoming Events

March Luncheon

March 16th @ 11:30 a.m.

Davis Hospital & Medical Center
1600 Antelope Dr., Layton

Presenter | Matt Schroeder w/ DWS
Economic Update

April Breakfast

April 20th @ 7:30 a.m.

Davis Hospital & Medical Center
1600 W Antelope Dr., Layton

Presenter | Scott Ferrin
SHRM Regional Field Services Representative
“Six Key Elements of an Effective Talent Acquisition Strategy”

May Half Day Conference

May 18th @ 7:45 a.m. – 1:30 p.m.

Ogden Weber ATC
200 North Washington Blvd, Ogden

See agenda online at www.nurha.org



For more information on upcoming events visit
www.nuhra.org

President’s Address Cont.

As a reminder, we are always looking for new “Handle With Care” content from our members, as we find real-life, local stories are often the best to learn from. We’d love to have more submissions for this section, and don’t forget, it’s anonymous! We’d love to learn from our members, so please don’t hesitate to reach out with any stories, advice, or guidance that you feel other members could benefit from as well.

Sincerely, Alison Evans



Our new
‘Members Contribution’
section of the newsletter, where you,
the member, get to submit a
workplace issue and resolution and
we all get to learn!
Send submissions to Trisha Clark @
tdsc25@gmail.com

HOW SMART PEOPLE HANDLE DIFFICULT PEOPLE



*By: Travis Bradberry
Co-Author of Emotional Intelligence 2.0 and
President of TalentWise*

Difficult people defy logic. Some are blissfully unaware of the negative impact that they have on those around them, and others seem to derive satisfaction from creating chaos and pushing other people's buttons. Either way, they create unnecessary complexity, strife and worst of all stress.

Studies have long shown that stress can have a lasting, negative impact on the brain. Exposure to even a few days of stress compromises the effectiveness of neurons in the hippocampus -- an important brain area responsible for reasoning and memory. Weeks of stress cause reversible damage to neuronal dendrites (the small "arms" that brain cells use to communicate with each other), and months of stress can permanently destroy neurons. Stress is a formidable threat to your success -- when stress gets out of control, your brain and your performance suffer.

Most sources of stress at work are easy to identify. If your non-profit is working to land a grant that

your organization needs to function, you're bound to feel stress and likely know how to manage it. It's the unexpected sources of stress that take you by surprise and harm you the most.

Recent research from the Department of Biological and Clinical Psychology at Friedrich Schiller University in Germany found that exposure to stimuli that cause strong negative emotions -- the same kind of exposure you get when dealing with difficult people -- caused subjects' brains to have a massive stress response. Whether it's negativity, cruelty, the victim syndrome or just plain craziness, difficult people drive your brain into a stressed-out state that should be avoided at all costs.

The ability to manage your emotions and remain calm under pressure has a direct link to your performance. TalentSmart has conducted research with more than a million people, and we've found that 90 percent of top performers are skilled at managing their emotions in times of stress in order to remain calm and in control. One of their greatest gifts is the ability to neutralize difficult people. Top performers have well-honed coping strategies that they employ to keep difficult people at bay.

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Difficult People cont.

While I've run across numerous effective strategies that smart people employ when dealing with difficult people, what follows are some of the best. To deal with difficult people effectively, you need an approach that enables you, across the board, to control what you can and eliminate what you can't. The important thing to remember is that you are in control of far more than you realize.

1. They set limits.

Complainers and negative people are bad news because they wallow in their problems and fail to focus on solutions. They want people to join their pity party so that they can feel better about themselves. People often feel pressure to listen to complainers because they don't want to be seen as callous or rude, but there's a fine line between lending a sympathetic ear and getting sucked into their negative emotional spiral.

You can avoid this only by setting limits and distancing yourself when necessary. Think of it this way: if the complainer were smoking, would you sit there all afternoon inhaling the second-hand smoke? You'd distance yourself, and you should do the same with complainers. A great way to set limits is to ask complainers how they intend to fix the problem. They will either quiet down or redirect the conversation in a productive direction.

2. They rise above.

Difficult people drive you crazy because their behavior is so irrational. Make no mistake about it; their behavior truly goes against reason. So why do you allow yourself to respond to them emotionally and get sucked into the mix? The more irrational and off-base someone is, the easier it should be for you to remove yourself from their traps. Quit trying

to beat them at their own game. Distance yourself from them emotionally and approach your interactions like they're a science project (or you're their shrink, if you prefer the analogy). You don't need to respond to the emotional chaos -- only the facts.

3. They stay aware of their emotions.

Maintaining an emotional distance requires awareness. You can't stop someone from pushing your buttons if you don't recognize when it's happening. Sometimes you'll find yourself in situations where you'll need to regroup and choose the best way forward. This is fine and you shouldn't be afraid to buy yourself some time to do so. Think of it this way -- if a mentally unstable person approaches you on the street and tells you he's John F. Kennedy, you're unlikely to set him straight. When you find yourself with a coworker who is engaged in similarly derailed thinking, sometimes it's best to just smile and nod. If you're going to have to straighten them out, it's better to give yourself some time to plan the best way to go about it.



Difficult People cont.

4. They establish boundaries.

This is the area where most people tend to sell themselves short. They feel like because they work or live with someone, they have no way to control the chaos. This couldn't be further from the truth. Once you've found your way to Rise Above a person, you'll begin to find their behavior more predictable and easier to understand. This will equip you to think rationally about when and where you have to put up with them and when you don't. For example, even if you work with someone closely on a project team, that doesn't mean that you need to have the same level of one-on-one interaction with them that you have with other team members.

You can establish a boundary, but you'll have to do so consciously and proactively. If you let things happen naturally, you are bound to find yourself constantly embroiled in difficult conversations. If you set boundaries and decide when and where you'll engage a difficult person, you can control much of the chaos. The only trick is to stick to your guns and keep boundaries in place when the person tries to encroach upon them, which they will.

5. They don't die in the fight.

Smart people know how important it is to live to fight another day, especially when your foe is a toxic individual. In conflict, unchecked emotion makes you dig your heels in and fight the kind of battle that can leave you severely damaged. When you read and respond to your emotions, you're able to choose your battles wisely and only stand your ground when the time is right.

6. They don't focus on problems -- only solutions.

Where you focus your attention determines your emotional state. When you fixate on the problems

you're facing, you create and prolong negative emotions and stress. When you focus on actions to better yourself and your circumstances, you create a sense of personal efficacy that produces positive emotions and reduces stress.

When it comes to toxic people, fixating on how crazy and difficult they are gives them power over you. Quit thinking about how troubling your difficult person is, and focus instead on how you're going to go about handling them. This makes you more effective by putting you in control, and it will reduce the amount of stress you experience when interacting with them.

7. They don't forget.

Emotionally intelligent people are quick to forgive, but that doesn't mean that they forget.

Forgiveness requires letting go of what's happened so that you can move on. It doesn't mean you'll give a wrongdoer another chance. Smart people are unwilling to be bogged down unnecessarily by others' mistakes, so they let them go quickly and are assertive in protecting themselves from future harm.

8. They squash negative self-talk.

Sometimes you absorb the negativity of other people. There's nothing wrong with feeling bad about how someone is treating you, but your self-talk (the thoughts you have about your feelings) can either intensify the negativity or help you move past it. Negative self-talk is unrealistic, unnecessary and self-defeating. It sends you into a downward emotional spiral that is difficult to pull out of. You should avoid negative self-talk at all costs.

9. They get some sleep.

I've beaten this one to death over the years and can't say enough about the importance of sleep to increasing your emotional intelligence and managing your stress levels. When you sleep, your brain literally recharges, so that you wake up alert and clear-headed. Your self-control, attention and



Difficult People cont.

memory are all reduced when you don't get enough -- or the right kind -- of sleep. Sleep deprivation raises stress hormone levels on its own, even without a stressor present. A good night's sleep makes you more positive, creative and proactive in your approach to toxic people, giving you the perspective you need to deal effectively with them.

10. They use their support system.

It's tempting, yet entirely ineffective, to attempt tackling everything by yourself. To deal with toxic people, you need to recognize the weaknesses in your approach to them. This means tapping into your support system to gain perspective on a challenging person. Everyone has someone at work and/or outside work who is on their team, rooting for them and ready to help them get the best from a difficult situation. Identify these individuals in your life and make an effort to seek their insight and assistance when you need it. Something as simple as explaining the situation can lead to a new perspective. Most of the time, other people can see a solution that you can't because they are not as emotionally invested in the situation.

Bringing It All Together

Before you get this system to work brilliantly, you're going to have to pass some tests. Most of the time, you will find yourself tested by touchy interactions with problem people. Thankfully, the plasticity of the brain allows it to mold and change as you practice new behaviors, even when you fail. Implementing these healthy, stress-relieving techniques for dealing with difficult people will train your brain to handle stress more effectively and decrease the likelihood of ill effects.

True interview stories submitted by HR Professionals to Reader's Digest

"A guy once talked during the interview about how an affair cost him a previous job."

"Someone once blew her nose and lined up the used tissues on the table in front of her."

"I had somebody list their prison time as a job."

"I had someone eat all the candy from the candy bowl while trying to answer questions."

"Applicant delivered prepaid Chinese food, including a fortune cookie with his name and phone."

"Applicant put up posters of himself in the company parking lot."

"Applicant rented a billboard, which the hiring manager could see from his office, listing his qualifications."

"A guy who forgot dark socks to wear with his suit colored in his ankles with a black felt-tip marker."

"I once had a person clip her fingernails while we were speaking."

"I was interviewing someone who took a cell-phone call and asked me to leave my office while they talked."

"A candidate complained that she was hot. She then said 'Excuse me' and removed her socks. After placing them on the desk, she continued as if everything was normal."

Overuse of Physical Therapy a Growing Pain Point for Workers' Comp Cost



By: Andie Burjek, Workforce.com

I recently attended an event for the Chicago chapter of the Disability Management Employer Coalition. The topic was tackling physical therapy/occupational therapy over-utilization, a national problem for employers, claims adjusters and case managers who handle workers' compensation cases.

Most of the talk was geared toward case managers, but the employer takeaway I got was that self-insured companies end up paying for therapy that's not necessarily helping injured employees return to work faster. Sometimes when PT isn't getting the job done, a doctor, for whatever reason, will recommend more PT rather than an alternative treatment. Overutilization is a huge cost driver for companies. There should be a "next step" in case therapy is not working and the patient is not progressing, argued the speaker, workers' comp expert Cindy G. Rega.

The Chicago chapter members had a lot of questions about their own personal experiences trying to deal with situations like this, when an injured worker is attending therapy but not getting desired results. These experiences were mostly from that case manager perspective. Still, the gist was: the longer these workers are injured and doing PT/OT that is not getting the job done, the longer the employer is out of an employee. Hearing these experiences made me realize how prevalent this is and how frustrating working through the process can be.

To help me understand more deeply what employers should know about PT/OT over-utilization, LaVina Branch, president of the DMEC Chicago Chapter, gave me the rundown for employers. Branch is also the manager of workers'

comp and leave management at McMaster-Carr Supply Co. in Elmhurst, Illinois.

The employer-employee relationship puts the employer in the position to guide and empower employees, said Branch. Employers hear the complaints employees have when an injury isn't getting better. They can ask the injured person questions like, have you talked to your doctor about the type of therapy you're receiving? Do you think that's working? Should they try something different? Have you talked to your therapist about this?

"You have to help your employee understand they need to be an advocate for their care," she said. "Just because it's a work injury doesn't mean you're not an advocate for your care. Just like you would advocate if it were a personal illness or injury, you have to do the same if it's work related. It's still your body."

Another major employer takeaway was to be aware that over-utilization happens. And also be aware that other parties involved, like claims adjusters, might not be looking at this closely. That's why the employers should take it on to empower employees to become a larger player in their own care.

"If they're going to therapy that is not improving them, then something else might be wrong," Branch said. "There might be a need to peel back the onion and dig deeper."

This could go on for months, she added. Instead of letting that happen and having to be reactive, be proactive. Set up a calendar, and if the employee doesn't get better by a certain time, take another step, like talking to the doctor, to find out if treatment plan is working.