



# Positive & Productive Teams - What Everyone Can Do



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## Introduction

One of the nice things about my work is that I get to visit a lot of great workplaces and see wonderful managers and teams in action. One of the interesting things I have noticed about great managers and teams is that they are always looking for a way to improve.

If you are already in a great team, you are likely to feel affirmed by what you read in this e-book, but I also hope you gain a few ideas for building on what you are already doing right. If your team is not travelling so well, I guarantee you will find some valuable ideas for turning things around. I hope you enjoy it.

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## How Workplace Relationships Go Wrong

Although I am privileged to visit a lot of outstanding workplaces, I am yet to find a perfect workplace. It seems that people are human wherever I go. Some people are all too human!

Here are five common mistakes to avoid that people make in their relationships at work.

1. **Being too busy to touch base.** It can be all too easy to forget the importance of simply touching base with our team members. We feel the need instead to process all of our emails, respond to urgent matters, read policy documents, etc. We somehow forget that speaking regularly with our staff is one of the most important things we can do. Human beings are social animals.

Although some people like to be left alone to do their work, the majority like social interaction which gives the opportunity to form friendly relationships with co-workers, gain support when needed, and deal with challenges that are occurring. Genuinely asking 'How are you going?', thanking them for their efforts, and laughing with your team mates, are all important parts of team well-being. Interestingly, the research says that the closer the personal connection at work, the harder people tend to work and the less likely they will take sick leave.

2. **Not communicating expectations.** In many workplaces, managers often think that if staff members have been given their duty statement, they will know what is expected of them. Of course a duty statement is not enough. Here it is important for Team Leaders as well as Team Members to communicate their key expectations. People are not mind-readers and it often helps to let them know what you need or appreciate.

So what are your expectations of your manager and co-workers? And have you let them know? People have a need to know that they are on track. I remember one role I started. On my first day I was shown an empty office and simply told to 'go for it'. I would have found it much more helpful if my manager had communicated their expectations for how I approached this role and priorities to be worked on first. Of course, I could have also approached my manager, asking what he expected, or taking to him my recommendations.

3. **Not being open to feedback.** Two-way discussions between managers and individual team members will help you both to be on track in meeting each other's expectations. Your team members will certainly be more open to your

constructive comments if you are open to their feedback as well. Such feedback about your behaviour is not always given well. But you have to remind yourself that you will not always like what you hear, but you are unlikely to die from it. However, it is important to look for something valuable that you can use.

Nor is feedback always given directly. It can be quite a hard thing for some team members to let their manager and other team members know what they need or would prefer. So here managers can make it easier for team members to communicate their expectations by asking what they can do differently to help that team member feel better about their work. You will also make it easier by responding non-defensively to any comments that are given. Notice also the feedback that comes through non-verbals - how people respond to various actions by you. This can be just as valuable.

4. **Not adjusting oneself for individuals.** Smart people know they need to relate to different people differently. There are lots of variations between individuals - differing expectations, sensitivities, and what they find motivating, for example. Take for instance communication styles. I often say that there are two types - direct and indirect. Direct people tend to excel at communicating their expectations and frustrations directly to the person concerned, though they can be somewhat blunt. People with an indirect style tend to avoid potential conflict, either putting up with their frustrations or influencing change in more subtle ways.

You can imagine the dynamics that can arise between a manager who has a direct style and a team member who is indirect, with one potentially frustrating the other. Here I think both people can do their part. Direct people can become more sensitive to how their approach may be read by others and ease off somewhat. The sensitive types can practise becoming a little more direct. To some degree, we all have to adjust ourselves to others. Hopefully, they will return the favour.

5. **Not acting to address performance problems.** Although there is a time to 'cut people slack', doing too much of this for too long can allow small frustrations to grow into much bigger problems. Reluctance to act may be occurring due to a concern about how the other person would respond, especially if the other person is more senior or has a track record of responding defensively.

Problems can also escalate when feedback is done in a way that comes across as disrespectful. Here a plan and a back-up plan are needed which include follow-up to make sure progress is taking place and the plan revised if

necessary. Although action does not guarantee improvement, there is no improvement without action.

So which of these do you need to work on first? You can gain some clarity by indicating on a scale of 0 to 10 the level to which you agree with the following statements - with 0 indicating no agreement and 10 indicating high agreement.

1. I regularly touch base with my staff, engaging at a personal level, asking how they are going.
2. I know what is expected of me and have communicated my expectations to others
3. I am open to feedback from my manager and team members and make it easy for them to give constructive criticism
4. I adjust myself for the different people with whom I work
5. I address performance problems well when they occur.

### Remaining Positive in High-stress Workplaces

Have you ever noticed that some people are able to maintain their positivity, even in stressful workplaces, whereas others do the opposite? Why is this?



1. **Positive co-workers have the right attitude.** They realise that although others can act in ways that help to make us stressed or happy, ultimately our happiness is determined by the choices we make. They don't expect perfection from themselves, their colleagues or their workplace. It is OK to have a bad day or two. But a bad week or month is not so good.

They also appreciate that their happiness is not determined by the absence of challenging circumstances at work. If you wait until your workload is more reasonable, changes are better managed, and difficult co-workers to become easier before you allow yourself to be happy, you may well be waiting a long time.

2. **Happy employees also take action.** They appreciate it is up to them to know what helps them to feel more satisfied at work and to communicate this to their employer. Rather than settling for a miserable job, they do their best to influence change at work, accept those things outside of their control, or get themselves into work they find more satisfying.

They realise that their happiness at work affects their happiness at home. They also know that what they do in their free time also affects their happiness

at work. They realise that it is their responsibility alone to make their home life more rewarding. A life spent focused primarily around your work will never make you happy.

3. **Positive co-workers also give.** They realise that one of the best ways to become happy at work is to make their co-workers happy. Although a higher salary or a promotion brings about temporary feelings of satisfaction, ultimately these things will never make you happy. Lasting satisfaction comes from helping people to feel happier. The good news is that although negativity is contagious, so is happiness. It is also easier to stay positive when you have positive people around you.

Although it would be great if our co-workers and employer were also making a positive contribution, someone has to set the example. It may as well be you.



### Positive Ways to Motivate

Managers often complain to me about team members who are unmotivated, who really don't seem to care about their work. Now while there is a time to move people on, I would suggest that everyone is motivated for something. Here are 5 keys that are known to be effective in accessing a team member's internal motivation.

1. **Find work that they want to do.** There is a chance that they may be feeling stifled in a role that is not satisfying for them. What is the best way to find out what would be satisfying for them? Ask them, or at least offer them some options to think about. People tend to be motivated when they are doing work that they have chosen to do.
2. **Ask for their ideas and opinions.** People feel more valued when their opinion is sought on problems or changes that affect their work. Never underestimate what your employees know. Often they will generate better ideas than what you may have done by yourself. Of course, not all of their ideas will be viable, but run with as many as you can.
3. **Give challenge to those who want this.** Some people thrive on challenge, while others would rather run a mile. For those staff who find challenges motivating, consider what parts of a project you could put them in charge of. Importantly, they need to know they have your support if they make a mistake.
4. **Create opportunities for learning.** As well as providing variety in their work, people are more motivated when they are engaging in learning that they want

to do. How do you find out what they want to learn? You ask them or offer them some options.

5. **Give meaningful recognition.** Recognition is most effective when it is meaningful to the person concerned and focused on what that person sees as their strengths. Catch them doing the right thing and praise them for it as soon as possible. Positive feedback is just as relevant for individuals as well as teams and can be used simply for a hard day's work or the completion of a stage of a project. A genuine 'thanks' can go a long way.

Review the list above with individual team members in mind. The challenge now is to tailor your approach, identifying which keys will be most beneficial for each person.

### Give Engaging Feedback

It often amazes me that people are reluctant to give each other feedback in the workplace. On the one hand, I understand that some people hold back on giving constructive feedback as they worry about how the other person will respond. But on the other hand, inaction leaves performance problems go unaddressed and build over time.



Even when constructive feedback is given, it is not always done well. I find that people are not giving enough positive feedback either – due to either not appreciating the importance of recognition or getting stuck in unnecessary paperwork.

Here are five keys you can use to get a better result from any feedback you give.

1. **Develop a good relationship.** Feedback is always better received from those with whom we have a good relationship. So get to really know your co-workers and manager and let them get to know you. Chat with them, tease them, laugh with them, and be human. You are effectively placing deposits in the emotional bank account of that relationship which increases the likelihood of your feedback being well-received. If you have a strained relationship with a person you need to give feedback to, it may well help to start to close the distance in that relationship.
2. **Give feedback regularly.** Feedback also needs to be occurring regularly, not just out-of-the blue. A yearly appraisal is nowhere near good enough. Touch base with your workmates at least on a weekly basis, letting them know what you are happy about. Some staff with a strong need for connection or recognition need feedback even more frequently. When you are giving positive feedback, you have to mean what you say, of course. If people sense you are

not being genuine they will simply feel patronized.

3. **Be specific.** With constructive feedback, keep the focus on specific behaviour rather than labels for that behaviour or personal attacks. Positive feedback also has to be specific and targeted towards those things the individual values about themselves.

Recently, I had to MC a meeting of the National Speakers' Association. Although a good number of people told me they enjoyed my hosting of the evening, there was one who said they appreciated that I was in control of the program, there was a smooth transition between speakers, and I balanced my humour with respect for the speakers that evening. Positive feedback that is specific and meaningful to the person is always better received.

4. **Monitor how the individual is responding & adjust yourself when needed.** Of course, constructive feedback needs to be given in ways seen as respectful by the person receiving it. So although your intentions may be respectful, it is important to monitor how your feedback is being received and to adjust yourself for the individual. For most people, simply sounding respectful and speaking to them privately will be sufficient.

For the sensitive types, you can allow them to save face by criticising yourself first – perhaps you weren't clear in what you were expecting from them. If you are going to criticise, keep this to their behaviour and not them as a person. You can soften the blow by using the 'kiss, kick, kiss' approach, where you start and finish on a positive note.

You can also say what you would prefer to see rather than what you dislike. There is a difference between saying, 'You're a self-centred, control-freak!' and saying, 'I really would like to have more say in how I do things.' But you are allowed to think the former.

5. **Be open to feedback yourself.** Sometimes feedback will be uninvited, given poorly, and you may be feeling defensive. But remind yourself that it is only feedback. You won't die from it and it is good that any frustrations are coming out. Apologise and agree where you can before offering something for the future. For example, 'I'm sorry that I came across that way. I agree you do need to have some say in how you do your work. How would you like to do your work differently?'

If you are in management, make it easy for others to give you feedback. Staff surveys are one option, but you can also do so by routinely asking, 'What can I do to better support you in your role?' You can also let them know you know

you are not perfect and will be OK if they give you constructive comments. You could say, 'I know I have been caught up in my paperwork and haven't touched base with you much of late. What do you need from me so you can feel better about your work?'

So, that's it. You can give engaging feedback by ...

1. Having a good relationship with that person
2. Being frequent, genuine, and specific with your feedback
3. Having five times more positive interactions than challenging interactions overall
4. Monitoring how the other person is responding and adjusting your approach
5. Being open to feedback yourself

Which of the above do you need to work on to make your feedback easier to receive?

### Play to Your Strengths

Looking for a compliment, I once asked my wife, Christy, what she thought were my strengths. I imagined she might say my charm, my good looks ... my humility.

She turned her head to one side, pondered for a moment, and then said, 'making me laugh'.



While this sounds like a strength to be proud of, the truth is that most of the time I am not trying to be funny. So, it is a bit of a concern when I think about it!

We all have strengths, even people who seem to have more than their fair share of personal flaws. But there is a negativity bias that most people have where we tend to be more aware of our own and others' weaknesses. It has been suggested that this bias towards noticing what is wrong has helped our evolution by avoiding possible dangers. But some people become stuck in focusing too much on the negatives.

When people do this in their personal relationships, it tends to attract negative responses in return. When people focus too much on the negatives at work, it also drains motivation, affects performance, and, at its worst, can create a toxic workplace culture.

While there is a time to give people constructive feedback, the research says that we are better to focus more on what people are doing right rather than focusing solely on correcting what they are doing wrong. Encouraging people's strengths, what they are good at, is more productive than putting a lot of energy into addressing their

weaknesses. A good rule-of-thumb is that positive interactions needs to outweigh challenging interactions by a factor of five to one.

According to the research, positive feedback is twice as effective in producing change as criticism. People tend to appreciate positive feedback, but it is more valued when it is directed towards what people see as their own strengths. I remember in one workplace being praised for my organisational skills. But to be honest, this was not something I especially valued about myself. How can you find out about your own as well as other people's strengths? You can notice what you are good at, what you enjoy, what interests you, and what you would like to learn.

When I was at high school, I remember how hard it was to become motivated in those subjects in which I was neither interested or talented. At that time, if you did not excel at Mathematics, for example, you were made to feel that you were lacking in some way. These days, schools tend to help students identify subjects that will be a better fit for their strengths.

Similarly in workplaces, it pays to notice what aspects of a person's role they especially enjoy or want to do. By enabling them to do more of this type of work, motivation will not tend to be a problem. While we can all work on our weaknesses, we will make faster progress by playing to our strengths.



### Open Yourself to Feedback

When I became a Type One Diabetic at 31, I was skinny for the first time in my life. That part of it was great. But apparently, it was not a good thing and I was put into hospital to be stabilised.

Having two brothers who are diabetic, you would think I shouldn't have been surprised. However, at the time, it was a big deal. The nurses were very good though. They said, "Don't worry, Ken. The Diabetes Educator will reassure you and show you how to manage your condition, test your blood sugar, inject yourself, etc".

After three days in hospital without seeing the Diabetes Educator, I asked the nurses to organise for her to see me. I was told the Educator would see me at 3pm the following day. She didn't show up. I asked the nurses to follow up again. A new appointment was made. Once again, no show and no phone call. After a third no-show, I had had enough. I checked myself out, saw my GP, and got started in managing my condition.

A few weeks later, I was still feeling rather let down by that particular person. I thought, "I know what I'll do. I'll give her some feedback!" I called her up and told her

that when I was in hospital I was looking forward to her support, but felt very let down on three occasions where she failed to keep her appointment with me or call to let me know she couldn't make it. She replied, "Well, Ken, you are still in the early stages of being stabilised. You are probably over-reacting emotionally to what happened." I said, "I see people by appointment for a living. If I can't keep that appointment, I at least give them a call and make sure I keep the next one." She replied, "You're just an unstable Type One." I ended the conversation.

In defence of this woman, I had no idea of the pressures she was under. Perhaps I could have cut her some slack or given my feedback in a better way or at a better time. And we have all made the same mistake as she did, becoming defensive when someone has given us critical feedback. When people are giving critical feedback, the human response is to become aggressive or defensive. Our heart tends to beat faster. We start to become indignant. And we think, "I think I will give this person some feedback as well!"

Though this is understandable, it is very sad when we do so. Often in critical feedback, even feedback given poorly, there is a gem nonetheless. We need to allow our heartbeat to slow by reminding ourselves that there may be something valuable in their comments. Perhaps they are giving us some clues about what they need from us or are providing some valuable learning. Our failure to be open to feedback to people at work simply results in frustrations continuing for others and for valuable lessons to be lost.

The research says that two-way discussions where both team members and managers are open to feedback is one of the characteristics of highly-performing workplaces. This is not rocket-science, but common sense is not always commonly practised. Make time to talk to your colleagues asking, "How are you going?" Make it easy for others to share their concerns and frustrations. One of the biggest compliments that your team members can give you is that you are approachable.

Let people at work know that you know you are not perfect and would like them to speak with you if they have a concern about you. You can also ask them, "What can I do to be more on track for you?" If you are fortunate enough to have someone who does share a concern, don't be defensive, but offer what you can in response. And remember to ask if they have other concerns. Sometimes people test our response before they open up with their most significant concerns.

Ultimately, when we are open to feedback, frustrations are stopped from building into much bigger concerns and help us to be better at what we do. We need to start seeing feedback as a good thing. Even negative feedback is better than no feedback at all.

## Effective Managers Focus on Strengths

When I was 19 years old, working as a Department Manager at K Mart, I really had no idea as to what my interests at work were, apart from the young women on the Checkouts. It took my adopted father to suggest to me that I should do some volunteer work as a youth worker which prompted me to spend the next 24 years developing a career in counselling.



When I was still early in my career, my manager at a drug rehabilitation centre suggested I should accompany him on a speaking engagement. This prompted an interest in helping people also through speaking and finally enabled a good outlet for my smart mouth. I wonder how my life would have played out if those two men had not seen and commented on strengths they saw in me that I could not see myself.

Sadly, our negativity bias tends to prompt most of us to focus on others' weaknesses. There is also a compelling logic to the belief that working on others' flaws enables them to become better people. Although there is a time for such discussions, there is an increasing amount of research that indicates we are better to put more time into encouraging people's strengths, than we are at trying to correct their weaknesses.

According to research from the Gallup organisation, the most effective managers focus 80% of their efforts on building on their team members' strengths and focus only 20% of their efforts on performance problems requiring attention. However, few managers have strategies that help them to build on their team members' strengths and capabilities. Here are five ways you can do so:

1. **Comment on their strengths and abilities.** Many people are highly aware of their personal flaws, but are not so aware of their strengths. Start to comment more on the strengths that you see in people around you. Consider also suggesting or asking about ways they can make better use of their strengths. With your co-workers, find the time to ask about what they would like to do more of at work. Only about one-third of workers generally believe they get to do what they do best each day, so you should find plenty of room for discussion. You might have to remind yourself to look beyond people's weaknesses to what may be an underlying strength.
2. **Access what they are motivated for.** Everyone is motivated for something and this is a major strength in their life. A major motivator in my own life is simply to help people to have better relationships. This has probably come about due to having lost my natural father as a child. So it should be no surprise that I have enjoyed and worked very hard in roles where I have been helping people with their relationships at home or work. The cynical among

you might well be thinking that the only things some people care about are themselves or their next pay cheque. Your challenge is to find what people really care about.

3. **Ask about people's interests and passions.** It has often been said that people are only happy when they are doing work that they love. By helping people at work do more of the work they enjoy and less of the work they do not, you will end up with a happy, engaged employee. But I think people not only need to have work that is engaging, but also things in their personal life that enrich and energise them. Apart from my family, my other passion in my personal life is road cycling. I find this a terrific satisfaction, not to mention release from the pressures and stresses of work, and I enjoy the wonderful camaraderie that comes from the friendships made.
4. **Be alert to the supports they have in their work and personal life.** My wife, Christy, tells of the time she was learning to swim as a young child. Her swimming coach wanted her to float on her back, but Christy said she couldn't do so. Her coach offered to place her hands under Christy's back as a support. As Christy floated on her back, her coach said, "There ... you are doing it!" Christy replied, "But you are holding me up." Her coach held up her hands and said, "No, you are doing it by yourself." As is often the case in so many challenges we deal with, we need someone's invisible hands, or their belief in us, helping us to do what we thought was impossible. Whether the supports are good people they have in their life or a personal faith or spirituality they possess, these supports can help them to find strength, better ways of seeing challenges, and greater resilience.
5. **Focus on exceptional times when problems are less dominant.** By exceptional times, I mean occasions when someone who is not coping is coping better or when a person who is miserable at work is happier. By focusing on these stronger periods in their life, we, or the person concerned, can become more alert to what is working and recreate those conditions wherever possible. For example, you might notice a challenging co-worker performs better when their ideas or expertise are accessed, when they are put in charge of solving a problem, or when they are given a challenge that appeals to them. You could also ask a co-worker who is not coping well with stress what they are doing on the better days that help them to be less affected.

Sadly, some managers only speak to their staff when they are concerned about their performance, failing to acknowledge when their performance has been exceptional. Even under-performing team members can often be motivated by noticing those times when their performance has been better.

The good news is that you will not do any harm by accessing people's strengths. But there is a significant likelihood of doing much good - helping people to become more engaged at work, enabling people to feel better about themselves, and getting more of the behaviour you want to see.

### Tips for Better Negotiating

Negotiation is an everyday part of life. But to negotiate often takes a conscious effort to change from the familiar way of operating – perhaps insisting on our own way, arguing things out, or giving in and feeling resentful. Here are a few tips for more productive negotiations at your workplace.



1. **Where possible, prepare in advance.** Consider outcomes that would address more of what you are and the other person are both wanting or needing. Consider also unhelpful approaches by the other person and how you can respond helpfully to these.
2. **Commit yourself to a win/win approach, even if tactics used by the other person seem unfair.** It is worth checking that you both fully understand the other's position and why this is so important to them. Of course, if you want them to listen to and understand you, you are better to first listen to and understand them. Check with them that you have understood them correctly.
3. **Reinterpret an attack on you as an attack on the issue.** Remember to attack the problem rather than to attack the person. It often helps to agree in advance that you want to work something out that is fair to both of you.

Manage your emotions and let some accusations, attacks, threats or ultimatums pass. It can help to deflect some aggression by focusing on a third point – eg. Concerns written down on paper rather than speaking these concerns directly towards the other.

If unfair tactics continue, change the physical circumstances by having a break, changing the location or seating arrangements, meeting privately or with another person. If necessary, call for the meeting to end and resume later to give you both an opportunity to think and reflect.

4. **Allow them to save face.** Agree with them wherever you can. Make it possible for the other person to back down without feeling humiliated, eg. By identifying changed circumstances which could justify a changed position on the issue. You can also help them to save face by not insisting they

acknowledge they were wrong or inconsiderate.

5. **Keep the communication lines open.** As you work at resolving the issue, it is important that you maintain your relationship with them. There are not many issues that are more important than our relationships. Have the attitude that you are working towards an outcome that is fair for both. Summarise how far you've got and review the common ground and any agreement so far. You may then have to go away and sleep on it and reconnect later.
6. **Keep the focus on the future.** Focus on being partners solving the problem for the future rather than on being opponents debating the past. If stuck, it can help dividing the issue into parts and addressing a less difficult aspect. Invite trading, eg. "If you will do ..., I will do ...". Even if the options you are putting forward are not acceptable, you are at least focusing the discussion on future options rather than getting stuck in the past.

I find if people are creative, flexible and patient enough, eventually a compromise emerges that is acceptable to both. It may be one person giving in totally to the other's position, or it may involve flexibility from both.

7. **Respond to some of what they need.** If you are not able to respond to what people say they are wanting, at least respond to what they need. This might be their need to be heard, to be consulted, to have some control, or to have some choice or freedom. Remember, we do not always get what we want, but we can usually get some of what we need.

Remember that agreements do not tend to work perfectly, and you may need to reconnect to either recommit to what was agreed or to negotiate it further.

## The Next Step

If you would like further assistance, there are a number of options open to you:

1. Subscribe to my [free fortnightly newsletter](#)
2. Check out my range of [products and resources](#)
3. Look into my [coaching programs](#)
4. Book me to run a [customised program for your workplace](#) (details following).
5. Stay connected through [Twitter](#), [Facebook](#), or [LinkedIn](#)

You can also contact me through 0406 402 800,  
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## About the Author

Ken Warren BA , M Soc Sc, CSP is an expert on People Skills and Human Behaviour.

With his presentations and coaching programs, Ken has shown thousands how to ...

- Improve Team Performance
- Work Well with Difficult Customers
- Enhance Staff Resiliency and Well-being

Ken is no ivory-tower theorist. He draws on 28 years hands-on experience ...

- Managing his own teams in the government, community and business sectors
- Mentoring team leaders and professionals in helping roles
- Counselling couples and co-workers in conflict, team members over their performance, and individuals with aggressive behaviour



Ken has achieved recognition as a Certified Speaking Professional (CSP) - a certification achieved by less than 10% of professional speakers.

It is your guarantee of professionalism, eloquence, and expertise.

Ken speaks to audiences, large and small, throughout Australia. You will enjoy his stories, his interactive style, and find his ideas easy to put into practice.

## Ken's most popular speaking topics

### Team Performance Programs



1. Grow Your Team – Working with Strengths
2. Difficult Co-workers Made Easy
3. Attract and Retain Quality Staff
4. Customer Service Excellence: What Every Workplace Needs to Know
5. Advanced Negotiating Skills: Getting to Agreement
6. Workplace Bullying: What You Can Do

### Staff Resiliency and Well-being Programs



1. Enhance Your Resiliency and Improve Your Well-being
2. Work-life Balance: What You Need to Know Before You Tip Over the Edge
3. Get on Top of Your Workload and Free Up Your Time
4. 'You Want Me to Do What?' Coping Well with Workplace Change

### Difficult Customers and Clients Programs



1. De-fusing Explosive Situations: Managing Aggressive Behaviour
2. Engaging and Motivating Difficult Clients
3. Becoming Solution-focused in Brief Therapy
4. Bullying in Schools - Best Practice Prevention and Intervention
5. Adjusting and Moving Forward: Working with Normal and Complicated Grief

Further details can be gained by contacting Ken through 0406 402 800, [ken@positivepeoplesolutions.com.au](mailto:ken@positivepeoplesolutions.com.au) or [www.positivepeoplesolutions.com.au](http://www.positivepeoplesolutions.com.au)

