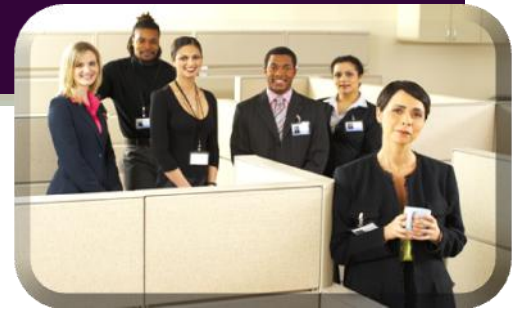


# MANAGEMENT PARTNERS

## *Navigating Work...Life...Health*



**I am a new supervisor who is replacing another leadership staff member who retired. Employees had a great deal of respect for my predecessor. How do I efficiently and quickly gain their trust? I know that this also is the first step toward gaining a great deal of respect in the future.**

Understanding the meaning of trust can help you practice behaviors and set standards for yourself that will win the hearts and minds of your employees. Trust means reliance on and confidence in the truth, worth, and reliability of a person. Consider how these values translate into supervisory practice, and you'll gain trust. Every new supervisor has the battle half won when it comes to gaining trust. This is because employees want to be led by someone they trust. To get on the fast track, establish relationships with your employees that demonstrate you can be counted on for support when the going gets tough. When times are tough, your employees will have faith in your ability to support them. This will deepen their trust in you. Be a consistent communicator, along with making yourself accessible. This will remove the mystery between you and your employees, a frequently overlooked obstacle to building trust. Be truthful with employees. Doing so will build their confidence in you. Keep commitments and appointments and only promise what you are certain you can deliver. This will show employees that you are reliable.

**Certainly all supervisors eventually face the task of managing difficult employees. Beyond a magazine article or short seminar, though, I haven't seen much in-depth training. Is the EAP a good resource for this kind of help? What about experienced peers?**

Both sources of experience — the EAP and your peers — can lend guidance to managing difficult employees. Obviously, the EAP has advantages your professional friends do not possess. One is confidentiality. Your peers may not keep conversations confidential. The EAP can also help you discover how your personality style supports or interferes with the process of managing difficult employees. It can challenge and help you to use new or different approaches. Role plays are very effective tools, and the EAP may suggest them. Admittedly, learning to respond properly to distressed, upset, or difficult employees is a “learning by doing” experience, but there are also principles worth knowing. Remaining calm, thinking deliberately before you speak, avoiding emotional involvement, practicing detachment, reducing provocative responses, and knowing how to problem-solve are only a few principles you can learn from the EAP.

**For more information or consultation regarding a management issue, call us at 800-327-7272. [www.lytleep.com](http://www.lytleep.com)**

  
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