



## BUILDING TRUST AND RESPECT

**I had an employee retort, “You have to earn my respect!” I’ve heard this before, but I say it’s manipulation. Supervisors deserve respect because of our position (who we are and what we do.) Can you discuss this often-heard phrase? I think younger supervisors are intimidated by it.**

“Respect is earned” may sound valid or like common sense. However, it is important to keep in mind that respectful behavior and respect (as in high opinion or admiration) are different things. Certainly a leader’s position requires demonstrated respect from employees just to collaborate and achieve organizational task and mission as a group. Supervisors have all the

responsibilities to manage and oversee the employment relationship. This requires respectful behavior from employees and it goes without saying that supervisors must themselves model respect toward team members.

The challenge for the supervisor is to capitalize on that basic level of respect and grow their personal influence so employees come to admire and have the desired high opinion of their leader. This is what is usually meant by the phrase ‘respect is earned.’

To propagate continuous growth in the arena of work group respect, two essential factors must be kept in mind:

1. It is useful for the supervisor to constantly ask the internal

question “Am I banking on ‘leverage’ to achieve cooperation or am I seeking to ‘influence’ the cooperative response?” Leverage always focusses on consequences. Influence is built on mutual trust and respect.

2. Research tells us that the average work group will usually include a small percentage of team members who for various reasons enter bread-winning adulthood having little ability to trust and respect their fellow humans. We sometimes call that the 85-15% split. As you self-evaluate your growth in building trust and commitment with your team, look to the 85% for evidence of growth and mutual respect.

### **ATTENTION: SUPERVISORS, MANAGERS, ADMINISTRATORS:**

Session A: “Leadership Orientation to the EAP”, is always available on the website - for new leadership employees or as a refresher course.

Each employer has their own unique user name and password for the leadership section and also a username and password for the employee section. Please check your wallet cards or contact your HR department for your username and password.

Website Information – Webinars, skill builders, articles and much more are available in the Work/Life Services site. Log in on Connections website, and you will find this site in the drop down menus under Employee or Leadership Resources. (To access webinars, continue to scroll down on the Work/Life Services opening page. All webinars are archived for later viewing.)

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