

Dear Claudia,

'Why is my new staff playing head games?'

Dear Claudia:

Recently I was promoted to supervisor. At long last I've been recognized for my good work and given the responsibility and salary I deserve.

Of course, before I moved into my new position I hoped the employees would all work well with me, be loyal, and supportive. I've been in the position a few weeks now and I'm getting distressed about some of the things that are going on.

Some of the employees seem supportive and accepting, but I really don't think they are.

Some of the others are constantly testing me. The rest are sitting back saying nothing.

I've looked forward to being a supervisor for a long time, and I want to do a good job and care about my people. But I don't appreciate some of the games they're playing.

"Quite Disappointed"

Dear "Disappointed":

These things aren't unusual. In fact, it's normal for people to go through a

get-acquainted process when they get a new supervisor. More often than not, the process involves a certain amount of game playing.

Every supervisor, at some time or another, runs into these things. "Apple polishing" resembles acceptance and support in some ways, but it's not the

explain how you'd like to see theirs and yours implemented. Don't promise more than you can deliver.

Don't blame the employees who sit back and wait to see how you



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same thing. When confronted with it, your best bet is to accept whatever is offered but don't reinforce it by making a production of it.

As for the others, discipline is a part of every workplace and most every employee has his or own idea about how it should be enforced.

Although this seems like defiance, it's not.

The answer is to hold firm and uphold all the rules and established practices. But don't be heavyhanded about it.

Be patient, listen to their ideas and

perform. Let your actions speak for themselves.

No one ever said being a supervisor would be easy.

And part of the difficulty of supervising is gaining the confidence and support of your people in earnest.

Questions? Claudia answers work-related questions from readers in every issue of the Business Examiner. Questions can be addressed to: 5007 Pacific Highway East, Suite 22, Tacoma, 98424

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