



## Timely Information for Personal Success

# More Powerful than 'I Love You'?

*Trust is More Important than Ever*

By Jim Bohn, PhD

Nothing has greater power to influence employees, team members or peers than the bond of trust. Here's why: Every action we take as leaders builds or diminishes what I like to call our "cloak of credibility", which is the confidence others will place in us because of our reputation for reliability and trustworthiness. The cloak of credibility has incredible implications:

- Employees who trust their leadership are willing to go the extra mile to ensure their managers and leaders achieve what they want to attain.
- Employees who trust their leadership are willing to do more with less questioning of motives.
- Employees who trust their leadership *know* that their leaders will reward them for good work.
- Employees who trust their leadership are willing to expose their vulnerabilities and ask for help.
- Employees who trust their leadership are willing to raise issues that pose risk to a project or initiative.
- Employees who trust their leadership are willing to give feedback without fear of reprisal.

If we promise something, we deliver.

### How do leaders break trust?

Here are a few examples:

(1) A leader promises to get an employee a pay increase, but doesn't take all the steps and drops the ball - *trust is eroded.*

(2) A leader does not defend an employee's ideas during a stressful meeting with executives - *trust is eroded.*

*continued on Page 2*





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## Healthy Recipe: Pan-Roasted Lemon Salmon Fillets

### INGREDIENTS:

- 4 six-ounce salmon fillets
- 1 teaspoon kosher salt
- ¼ tsp freshly ground black pepper
- Juice of one lemon
- 1-1/2 tablespoons olive oil

### NUTRITIONAL VALUE:

- Calories per serving: 244
- Protein: 34 g.
- Carbohydrates: 1 g.
- Sodium: 585 mg.
- Fat: 11 g.
- Saturated fat: 2 g.

**Serving size:** 1 six-ounce fillet.

### DIRECTIONS:

- 1 Season the salmon fillets with salt, pepper, and lemon juice, then drizzle with olive oil.
- 2 Preheat oven to 350 degrees Fahrenheit.
- 3 Place an oven-proof sauté pan large enough to accommodate all of the fillets over medium-high heat.
- 4 Add the salmon and sear the fillets for 3 minutes per side.
- 5 Place in oven to finish cooking, about 5 to 10 minutes more, depending on the thickness of the fillet.

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### Questions and Answers

## Lying on a Resume: Now What?

**Q:** I supervise a staff of seven, and I believe that one of my employees lied on her resume. She boasted about being a presenter at a big conference in our field, but I've seen her resume and it didn't say anything about this. Should I tell HR? She likes to brag about her accomplishments but is otherwise a good employee who does a good job. What suggestions do you have?

**A:** While lying on a resume is a serious concern and can certainly be grounds for dismissal, I doubt you have very credible evidence. First off, is it possible she just inadvertently left it off her resume, or maybe didn't feel it was that crucial to include?

Second, is there someone you could follow up with about this short of HR? For instance, have you attended the same conference your colleague supposedly presented at? Could a planner of this event confirm your concerns?

Third, even if you are right, the next step is still a murky one. Presumably, she went through a hiring process, and she may have signed a document verifying that her application was truthful. If she lied and HR figures it out, she might well be fired.

But you also state that this is a capable, effective employee. You have to weigh your desire to do the right thing versus the possibility that you're wrong and could irreparably damage her reputation. As you said, she's a big talker. What she tells you might not match her resume, and if that's true you should be on the lookout for other possible discrepancies. Otherwise, it is not unlawful to be obnoxious. If you do decide to share your concerns, be very careful. ■

*More Powerful than...* continued from Page 1

(3) A leader makes a promise he/she cannot possibly keep (e.g. "You'll be promoted") - *trust is eroded.*

(4) When traveling, a leader does not take the time to introduce an employee to key individuals, leaving the employee feeling like a fifth wheel - *trust is eroded.*

(5) A leader takes credit for an employee's efforts - *trust is eroded.*

This list could go on. *Building trust is, simply, keeping our word as leaders.*

If we promise something, we deliver. No matter how hard it may be, no matter what it may cost us. Keeping our word is the foundation of trust.

If we tell people we're going to do something, *we follow through.*

If we tell people we're going to support them, no matter what, we don't throw them under the bus.

Perhaps more than any other behavior, trust is the human element that creates useful and effective change.

### Summary

I would argue that the words "I trust you" are more powerful than the words "I love you". It is invisible, but very real. Unseen, but formidable. Intangible, but a force for every effective human relationship. ■

To learn more about Jim, his presentations, research, or books, visit <https://drjimbohn.com/>