

# Trust formula 1 – version for the Manager's Own Reflection<sup>1</sup>

Tool for bridge building and strengthening relationships in (distance) collaboration prior to 1:1 conversations between manager and employee.

<sup>1</sup> This tool has been developed in collaboration with Lars Pedersen, owner and Senior Consultant at Pitstop Management. Author of the books *Er der en leder til stede? (Is there a manager present?)* (2017) and *Samarbejde - hver for sig (Collaboration - apart)* (2020).

# TRUST FORMULA 1 – VERSION FOR THE MANAGER’S OWN REFLECTION

Tool for bridge building and strengthening relationships in (distance) collaboration prior to 1:1 conversations between manager and employee



## Introduction

Focus on trust in relationships and teams is crucial when collaborating in flexible and hybrid ways, and when a team is both present in person/ on site and work distantly through online platforms.

This tool is intended as support for managers who want to strengthen specific relationships in general and/or during distance work. The tool is also available in a version for team collaboration (see Trust formula 2 – version for team collaboration) which you can use in a joint process with your team at team meetings or workshops focusing on strengthening your relationships and social cohesion in the team/department.

The “Trust formula 1 – version for the manager’s own reflection” tool follows below. This version is for you in a management role, and you can use it to prepare for 1:1 conversations with your staff. Use the “Trust formula 2 – version for team collaboration” tool for a similar process with your team/department.

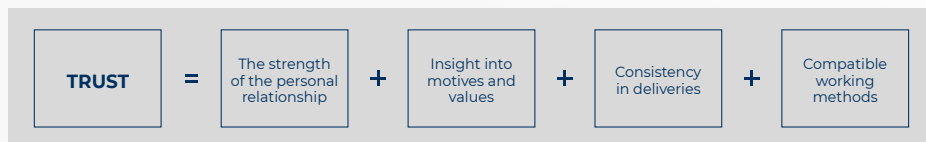
## The manager’s work on trust

As a manager, you can choose **an employee/a project participant** with whom you would like to develop your (distance) collaboration. Think of a relation that is **vital** for you to succeed in your current tasks and projects. The relationship does not have to be problematic/conflict-ridden. However, as a manager, you must have a desire to improve your collaboration with this person, as the relation and the trust between you are particularly important.

Reflect on the four phases of the trust formula below and use these as inspiration to strengthen your collaboration and relationship. The aim of the questions is to raise awareness and reflection, and they can help you prepare dialogues with the employee with whom you use the tools.

# 1. THE STRENGTH OF THE PERSONAL RELATIONSHIP

This part is an expression of how well you and the (distance) relation you have chosen know each other.



**You can strengthen your relationship to the person by having more knowledge of them**

- **Knowledge can be tangible:**  
Age, seniority, ethnic background, religion, partner status, family situation, educational background (school, work), leisure activities, etc.
- **Knowledge can be more intangible:**  
Social profile and relationships, childhood, health, living situation, school and work experience, relationships inside and outside the organisation, etc.
- **Knowledge of current personal profile:**  
Thinking and communication styles, sincerity, relation with authority figures, personal patterns, wishes and dreams, learning style, etc.

Make notes on the next page →

## YOUR CASE – REFLECT ON THE FOLLOWING:

In what areas could you both show more interest and gain knowledge that could strengthen your relation with the person?

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How would this strengthen your relationship and trust?

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What could be your first step in this process?

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## 2. INSIGHT INTO MOTIVES AND VALUES



### Motives are about:

- What do you know about the person's ambitions and dreams?
- What motivates them?
- What does the person want to contribute with?
- What does the person expect from you which might strengthen them?
- Is there anything else you can think about related to motivation?

### Values are about:

- In what situations have you noticed the employee's values coming into play?
- What is important to this person in terms of your collaboration?
- What should be resolved, clarified and in place for the person to be able to do their best?

Make notes on the next page →

## **YOUR CASE – REFLECT ON THE FOLLOWING:**

In what areas could you both increase insight and knowledge of what motivates and drives you?

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How would this influence your relationship and trust?

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What could be your first step?

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# 3. CONSISTENCY IN DELIVERIES



## Consistency in deliveries is about:

- To what extent can you rely on agreements with this person?
- To what extent does the person always meet deadlines and keep to agreements?
- Have agreed KPIs been met?
- Are you informed in advance if agreements or deliveries cannot be fulfilled?
- Are deliveries of the agreed quality and as expected?
- What else is important in relation to this?

Make notes on the next page →

## **YOUR CASE – REFLECT ON THE FOLLOWING:**

In what areas could you both improve consistency in keeping to agreements, delivering results and quality?

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How would this influence your relationship and the level of trust?

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What could be your first step?

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## 4. COMPATIBLE WORKING METHODS



### Compatible working methods are about:

- Does the person use the common tools and programmes you have in the organisation/department/team?
- Are guidelines for safety and health (WPA) complied with?
- Does the person fully comply with the company's policies and guidelines?
- Is their personal working style in accordance with that of the company, colleagues and staff so that collaboration is optimal?
- Do they communicate through the common channels of the team and the organisation?
- Are files, products, tools, etc. kept and stored in accordance with the relevant guidelines?

Make notes on the next page →

## **YOUR CASE – REFLECT ON THE FOLLOWING:**

In what areas could you both improve consistency in keeping to agreements, delivering results and quality?

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How would this influence your relationship and the level of trust?

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What could be your first step?

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