

Trust formula 2 – version for team collaboration¹

Tool for bridge building in (distance) collaboration and strengthening relationships and social cohesion in the team.

¹ 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 2 – VERSION FOR TEAM COLLABORATION

The team's work with trust – our shared foundation



This tool is also available in a version for the manager's own reflection, which can be used to strengthen trust and relationships between manager and employee (see "Trust formula 1 – version for the manager's own reflection").

1. 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 the manager who wants to strengthen relationships and social cohesion in the team – especially in teams where many people work at a distance. As a team, you can work with the tool in meetings and discussions. You can identify situations (times or processes/tasks) in which it is particularly important to talk about what fosters trust between you. Trust in distance collaboration is easily put to the test when communication is mainly virtual. Therefore, dialogue about trust can in itself strengthen your relational work.

The purpose of this process is that you as a team process social and work-related frameworks and conditions that can ensure a sense of coherence, inclusion and recognition in hybrid collaboration, where you sometimes meet in person in the same place (on site) and at other times work together via online platforms – or both online and on site at the same time. The purpose is also to build the best foundation for your team/department, so that your relationships become stronger and build on trust across the locations from where you work together.

Before you start working with the tool "Trust formula 2 – version for team collaboration", it is a good idea to do the following:

- Use the questions below as they are, or edit them to make your own versions. You do not have to use all the questions – it is fine to select those that are most relevant to you and your team.
- Ask each participant to share their own reflections so that everyone contributes. This could be done as individual preparation for the joint sessions that usually form part of the process.
- Communicate regularly on your platforms about what the process has triggered to keep topics and discussions warm between the sessions at which you work on the questions.
- When you have established the basis, share it on the platforms using words, photos and videos to give it life.
- Remember to revisit the basis as you gain more experience from your practice or new participants arrive, so that the basis reflects your practice.



The process:

Discuss the following topics in groups, possibly in several rounds/at several meetings or sessions. Discuss all the questions for each theme or select the questions you feel are the most relevant to discuss. It may be a good idea to write down the main points from the theme discussions and save the document in a place that all participants can access later. The results of the discussions can be used to set up joint agreements for the team's future collaboration.

²The themes are: 1. The strength of our personal relationships; 2. Insight into our motives and values; 3. Consistency in deliveries; 4. Compatible working methods.

1. THE STRENGTH OF OUR PERSONAL RELATIONSHIPS



- How can we ensure that everyone feels that they are equal members of the virtual community?
- How can we become good at showing each other recognition, also when we work online?
- How can we keep up with each other's lives when we are online?
- How can we ensure social interaction during working days when working at a distance?
- When and where is it best to make informal contact with one another for informal talks and chats?
- How can we schedule breaks together when working at a distance?
- Under what circumstances/in which situations will it strengthen our sense of community and coherence to have visual contact by having our cameras on when working together online?

2. INSIGHT INTO OUR MOTIVES AND VALUES



- How can we best react when we sense that a colleague's personal motivation is a little low?
- What ambitions do we each have for our collaboration?
- What joint ambitions are important for our collaboration?
- What is important for each of us in hybrid collaboration – and how do we share what is important with each other?
- How can our different personal values create valuable diversity?
- How can we improve giving and receiving feedback on everyday work – also when we are online?

3. CONSISTENCY IN DELIVERIES



- How can we ensure that we align expectations of quality in our deliveries to each other?
- What are the rules regarding keeping deadlines?
- How can we ensure trust between us when there is pressure on us in terms of deadlines?
- How can we use each other for quality assurance?
- How can we ensure that none of us “lag behind” because we are working separately/at a distance (and therefore, may be out of touch with each other)?



4. COMPATIBLE WORKING METHODS



- What communication channels do we prefer to use in order to ensure good collaboration in the team? E.g. when will we use...
 - Written communication
 - File and document sharing
 - Library and document storage
 - Platforms for social interaction
 - Platforms for sharing professional information etc. (wikis, gallery of people?)
 - Platforms for knowledge-sharing
 - Calendar
 - Task management
 - Telephone
 - Video
 - Meeting platform
 - ?

- How often should we be active on an individual platform?
- How and how much should we write about what we do?
- How should we phrase questions when a colleague needs help?
- Are there symbols, words, slang, or technical terms we use/do not use?
- How do we end discussions in a thread?
- How do we use photos, links, videos?
- How do we balance information sharing and information overload?
- When is something spam?
- When does something amuse and increase traffic on the platform without being “too much”?
- How can we ensure that our community does not “collect dust”?
- How can we ensure that everyone will prioritise our platforms?
- How do we react if someone does not follow the ground rules or does not contribute to the online community?
- How can we ensure response and feedback on online platforms and when we are present in person?