

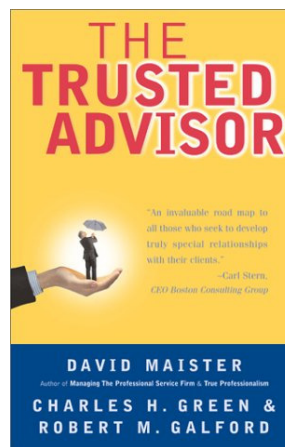
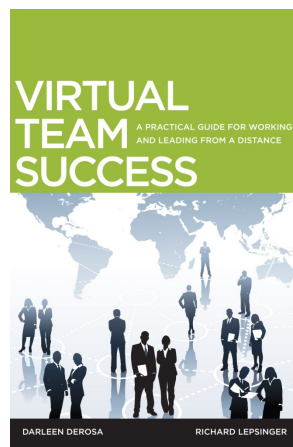
No Trust, No Team: Building Trust in a Virtual Setting

November 1, 2010

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The Use of Virtual Teams Is Increasing

Due to:

- The emergence of a global economy
- Need to leverage the best available talent
- Advances in technology
- Focus on cost containment

Two-thirds of leaders believe that virtual teams are very important to the success of their business

But Many Are Not Performing Well

Many organizations recycle guidelines and practices for co-located teams without consideration for the unique issues that virtual teams face

As a result, 25% of the teams in our study were not fully performing

OnPoint's Global Virtual Team Study

- A total of 48 virtual teams participated in the study:
 - 427 team members and team leaders completed the team survey
 - 99 stakeholders completed the team performance assessment
- 16 organizations from a variety of industries, including:
 - Pharmaceuticals
 - Financial Services
 - Consumer Products
 - Hospitality & Leisure
 - Manufacturing
 - Insurance
 - Professional Services
 - Telecommunications
 - Technology
 - Non-Profit

RAMP Model

- **R**elationships
- **A**ccountability
- **M**otivation
- **P**rocess and Purpose



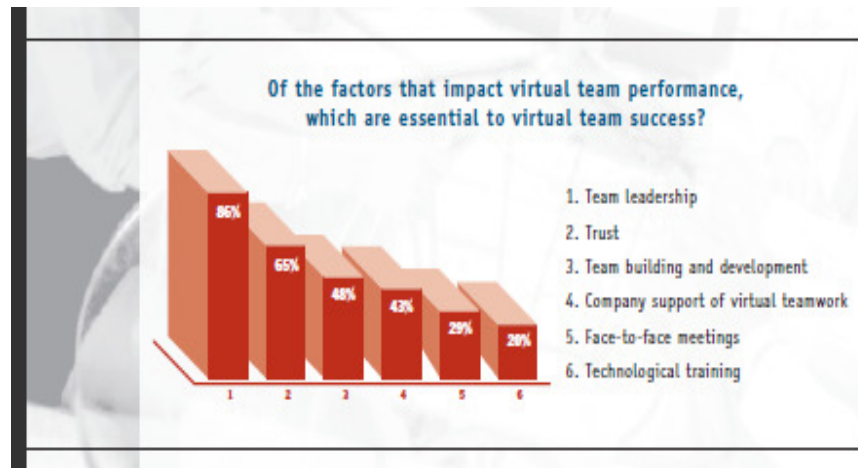
RAMP Model

- ❑ **Relationships** – Effective communication, trust, and conflict resolution
- ❑ **Accountability** – Taking responsibility for personal actions as well as achieving team results/commitments
- ❑ **Motivation** – High levels of initiative, willing to put in extra effort, helping team members accomplish shared objectives, taking a leadership role when necessary
- ❑ **Purpose and Process** – Creating a sense of team purpose; establishing and using effective processes for sharing information, problem solving, and decision making; using technology effectively

“Lack of trust can undermine every other precaution taken to ensure successful virtual work arrangements.”

- Wayne Cascio, Academy of Management Executive (2000)

Trust Is a Critical Success Factor



The Importance of Trust in a Virtual Setting

- ❑ Top-performing virtual teams had significantly higher levels of task-based trust (a belief that team members will do their job) than did low-performing teams.
- ❑ Interpersonal-based trust is more difficult, but not impossible, to achieve in a virtual setting.

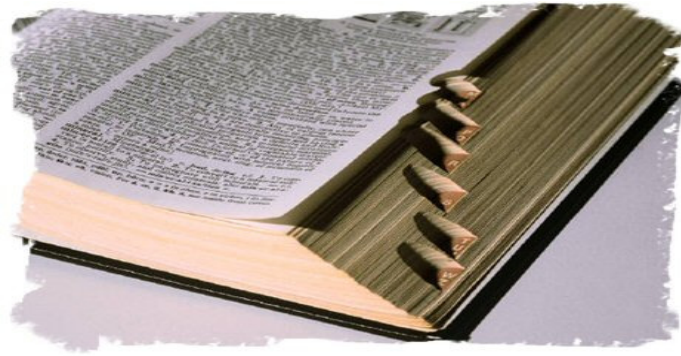
Barriers to Building Trust Virtually

- ❑ Lack of face-to-face contact
- ❑ Lack of familiarity with team members or team leader
- ❑ Cliques and sub-groups that form among co-located members of virtual teams
- ❑ Lack of effective processes for sharing information, decision making, and/or resolving differences
- ❑ Conflicting goals and priorities

Signs of Distrust

- ❑ Silos that develop among sub-groups in different locations
- ❑ Lack of information sharing and decision involvement among team members
- ❑ Micromanagement by team leader or team members
- ❑ Conflicts that are not resolved effectively and reoccur
- ❑ Low levels of productivity or missed performance targets

Defining Trust



I Trust My Dog With My Life –



Manifestations of Trust

$$\text{Trust} = f \left\{ \begin{array}{l} \text{One who trusts--} \textit{trusting} \\ \text{One who's trusted--} \textit{trustworthy} \end{array} \right.$$

On which shall we focus today?

The Trust Equation

$$T = \frac{C + R + I}{S}$$

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$$T = \frac{C + R + I}{S}$$

T trustworthiness
C credibility
R reliability
I intimacy
S self-orientation

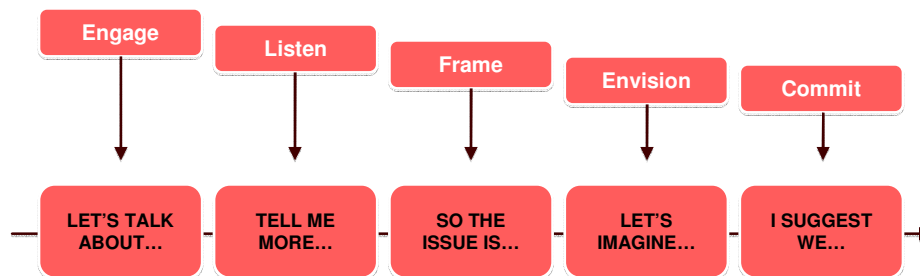
Four Factors of Trustworthiness

Words	Actions	Security	Focus
Credibility	Reliability	Intimacy	Orientation
Truthfulness Credentials <i>I can trust what she says about...</i>	Dependability Predictability <i>I can trust him to...</i>	Discretion Empathy <i>I can trust her with...</i>	Motives Attention <i>I can trust that he cares about...</i>

Power for Trust Creation

$$T = \frac{C + R + I}{S}$$

Trust Creation Process



Top Two Causes of Breakdown

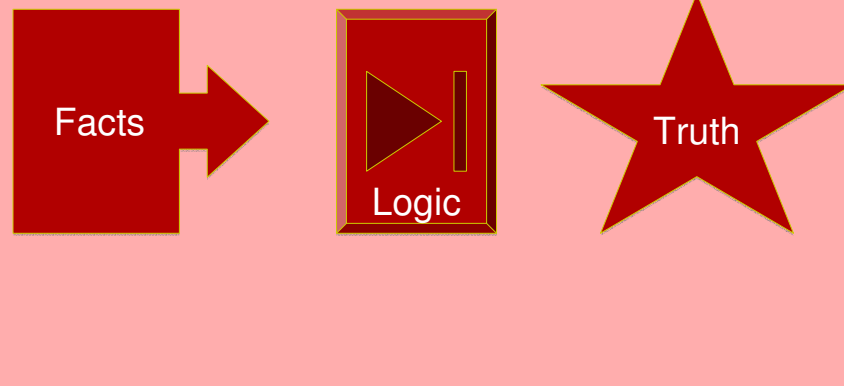


Trust, Reciprocity, AND Listening



What We Think About How We Think

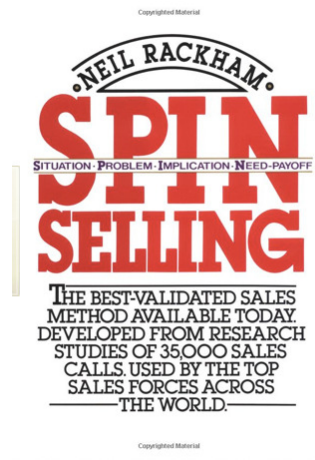
Rational, deductive, logical



The Power of Reciprocity

- ❑ If you listen to me, I will listen to you
- ❑ If you do not listen to me, I will not listen to you

“The most pervasive and hardest sales problem? Premature solutions. The mistaken belief that the sooner they can begin solving the problem, the more effective they will be.”



Thomas Friedman on Listening

The New York Times
ON THE WEB

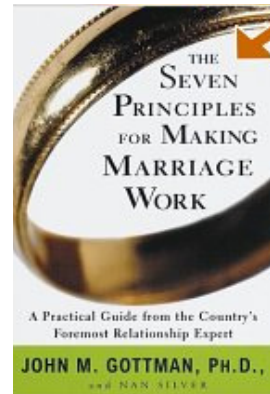
“People often ask me how I, an American Jew, have been able to operate in the Arab/Muslim world for 20 years, and my answer to them is always the same. The secret is to be a good listener. It has never failed me...”

“Indeed, the most important part of listening is that it is a sign of respect. It's not just what you hear by listening that is important. It is what you say by listening that is important...”

Gottman on Marriage

The Love Doctor

- ❑ “Understanding must precede advice.”
- ❑ “You have to let your partner know that you fully understand and empathize ... before you suggest a solution.”



To Be Clear:

1. Trust is heavily non-rational.
2. It works partly via reciprocity.
3. Reciprocity in business happens in conversations.
4. Listening (*yours*) drives trust.

Virtual Trust

- Credibility: speak more truth
 - Comment on your emotions
 - Comment on others' emotions
 - Avoid exaggeration
 - Paraphrase back

$$T = \frac{C + R + I}{S}$$

Virtual Trust

- Reliability: commit to more actions; do them
 - Use RACI or other role assignments
 - Review past meetings
 - Use to-do lists
 - Use report cards
 - Make small promises

$$T = \frac{C + R + I}{S}$$

Virtual Trust

□ Intimacy: take more risks

- Try to have first/early meeting in person
- Admit ignorance when you're ignorant
- Language of empathy
- Use photos
- Find out small info
- Ask about environment
- State your feelings, theirs
- Ask how they're doing

$$T = \frac{C + R + I}{S}$$

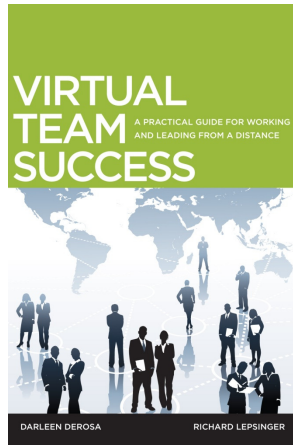
Virtual Trust

□ Self-orientation: think of others more

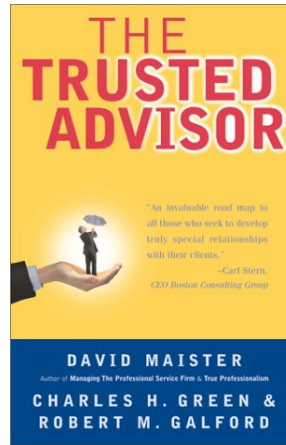
- Pre-meeting, make list of Q's
- Get buy-in to agenda
- INAY: It's Not About You
- Hear feelings as data

$$T = \frac{C + R + I}{S}$$

Q&A



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