

UCI Work Reimagined Leadership Workshop

1:1 Trust-Focused Conversations

Trust is a key component for high-performing teams and organisations. In a hybrid work environment, it takes intentionality and openness to establish and sustain trustful relationships. Likewise, trust can be easily eroded and create dysfunctional behaviours if teams lack transparency, communication and solid relationships.

Use this tool to raise your awareness for building closer partnerships, to help you identify ways you can increase your level of trust into others and help others trust you more. Your actions and behaviours help others know what they can count on you for and how you can be trusted. Having meaningful, open and honest conversations with your manager is an important component of building a trustful relationship. One conversation alone will not create a solid foundation of trust but an intentional and repeated cadence of trust-based interactions will.

How do I prepare?

- **Be Mindful:** Start by reflecting on your current interactions with others. How often do you work remotely? How often do you see your manager and teammates in person? Who do you trust the most and why?
- **Be Strengths-Based:** Think about what makes you unique and what talents you use in your role. How do your strengths help you build trust with others?
- **Be Structured:** Before meeting with your manager or a teammate, write down what topics you would like to cover. During the conversation, make note of any action items you committed to so that you can follow through on those commitments.
- **Be Ready:** Approach your one-on-one conversations with an eagerness to understand the other person. Assume they lead with positive intent and remember that in order to be trusted, you need to trust first.
- **Be Future-Oriented:** Think about what you can do today to show others that you trust them and that they can trust you. Be honest and open with others, especially when things are challenging, to sustain and enhance your relationships with others.

What questions could I ask to increase trust?

- How can I be a better partner to you?
- Compared to when we were all onsite; how has the physical distance changed our relationships with one another? Are there any gaps we need to fill to make up for those changes?
- How have the team dynamics evolved since we moved to a hybrid/remote setup? Is there anything we are missing that we should do differently to help us continue to build our relationships with one another?
- As new people join our team, how can we help them get to know everyone on the team and how can we get to know them better?
- What does building trust, look like for you?
- What can we do to strengthen the level of trust between us?

What should I listen out for?



Purpose: Is there a shared sense of purpose across the team?



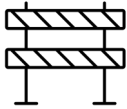
Consistency: How different is the experience for each of your colleagues? Are there haves and have-nots?



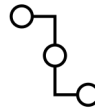
Trust: What is the current level of trust between your manager, yourself and your colleagues?



Comfort: Are there any particular topics people are not comfortable addressing? Why?



Barriers: What is preventing your colleagues from trusting each other and your manager?



Productive: How flexibly are colleagues working? Are they focused and clear on priorities or 'on call'?

What are the next steps?



- Define what you will both act on, if needed, based on the direction of the conversation.
- Spend 5-10 minutes after meetings writing a few bullet-points on what you discussed and your commitments. That will help you remember the details of the conversation and follow through on the action items you committed to doing.
- Agree to following-up on individual conversations at an appropriate cadence. Remember, trust is built through ongoing conversations rather than a single conversation.
- Participate actively during one-on-one and group meetings. Be open and honest as you share your insights with others.
- Bring up any relevant topics that team members believe are worth discussing, either individually or in a team setup.
- Put into practice what was agreed upon during your one-on-one conversations.

Productivity Self-Assessment: Rate yourself on the continuum below. Next, consider which situation is ideal for your role and what shifts you need to make to help you reach your desired state.

'On call'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Full Flexibility
Unfocused	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Clear on priorities
Overworking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Taking Breaks
Back-to-back meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Balanced meeting schedule



"Trust is like the air we breathe — when it's present, nobody really notices. When it's absent, everyone notices."

- Warren Buffet