

Ensuring Team Trust

When teams emerge from major disruption or change into a new and uncertain landscape there are difficult decisions about future business direction and financial sustainability. Their own jobs, and /or the jobs of others may be at risk.

Statements about inclusivity and fairness may sound hollow. Yet these teams need to keep working together and trust each other more to ensure a smooth transition to the next phase.

To build trust within the team might you:

- Spend some time reflecting on how you have worked together in the last few months, and how you intend to bring the best out of each other going forward.
- Encourage each team member to talk about their experience and insights, and how they want to lead now. Who has found new strengths, and who might need to rebuild their confidence? What have you noticed about events or behaviours that have built trust, or undermined it?
- Ask yourselves: "What do our people and our stakeholders need of us in the next phase? What behaviours would be detrimental? What's the shift we may each need to make in our mindsets and behaviours?"
- Explore whether you trust each other enough to put any mistrust on the table and work it through.

To build trust beyond the team might you:

- Use your communications to share something about yourselves as human beings, and what you care about
- Explain what you know about future direction, what you do not know, and what you are doing to address uncertainty
- Live the values that you have signed up to, challenge behaviours that go against them, and give people space to grow.