



Trust in the Workplace

“Trust is the highest form of human motivation. It brings out the very best in people.”

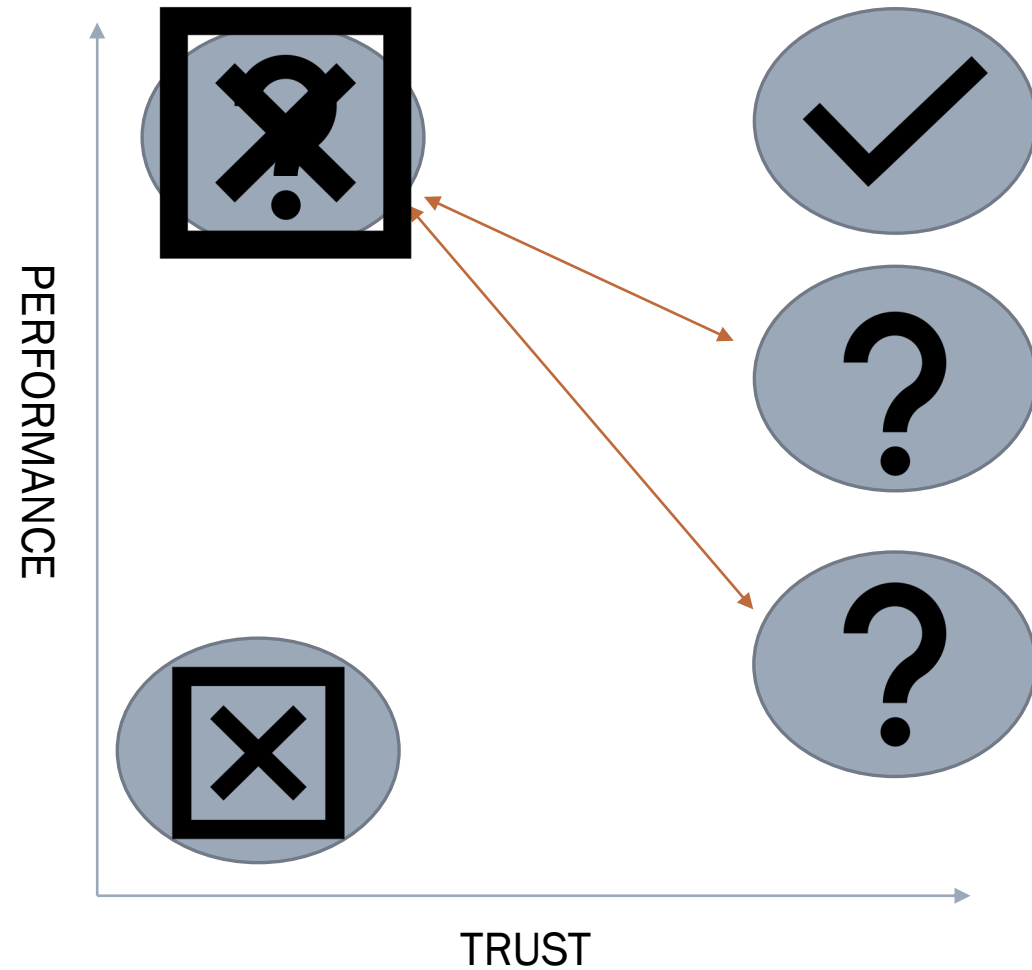
— STEPHEN R. COVEY.

Who do you want on your team?

Performance vs Trust



<https://youtu.be/YPDmNaEG8v4>



Some foundations of trust @ work

I trust my _____ to do their job to the best of their capability

I trust that _____ spends their time reasonably (and report vacation, sick appropriately)

I trust that _____ isn't purposefully undermining specific goals

Fill in: _____ blanks for yourself

I trust you. You trust me.

What about the decisions that are made every day?



Trust must be earned every single day



No person knows all the answers, yet leaders throughout the organization are “on the hook” for making decisions



What’s your personal response when you believe your leadership has made the wrong decision?



Accept it and move on?



Try to (re)convince them that your view is right?



Tell everybody your boss is a fool? Tell your partner that your boss is a fool? Tell you co-workers that your boss is a fool?



Do you mutter under your breath?



Figure out how to make it work in any case?

I can think of circumstances when any of these might be the right response. But, do others trust you to respond appropriately?

Ideas. Coin of the realm.

I trust you to do your job and execute toward the goals

I trust you to *bring ideas to the table*

You trust me to have your and UCI's best interest at heart.

You trust me to listen to you... you are an expert in your domain.

It's a (really) *bad idea* if I don't listen to you.

(converse: it's a (really) *bad idea* for you to believe that a non-expert cannot have insight)

Some practical things that build (and erode) trust

My group is heavily user-focused and sysadmin focused

- Things go wrong – nature of our “business”
- If you’ve made a mistake
 - **Own up to it** → You have to trust me (and others) to not “berate” you for an honest mistake
 - **Fix it.** → Everybody counts on you to not only do your job, but to fix problems
 - **Try not to repeat it.** → Learn. Always learn.
- **Don’t be afraid to try new things**
 - Technology always moves ... we have to adapt to the “right” tech (not every new widget)
 - But, Keep what’s working, well, Working.
 - This is a difficult balance to keep And every group has their own weighting.

A little story of “Trust in action”

- ❖ RCIC just moved (8 days ago) HPC3 to its first phase of production

- ❖ But first, we had to set a date.

- ❖ Choice 1: I just set it, ready or not. “damn the torpedoes, full speed ahead”

- ❖ Choice 2: I ask my group to set a date

- ❖ Choice 3: I set a desired date – then ask, “can we make it?”

- ❖ One of my co-workers was very hesitant to say we still had a key capability still missing.

- ❖ I hadn't (yet) earned his trust that he could speak truth and not be shouted down, made to feel small, or otherwise dismissed ...

- ❖ **He spoke up anyway.** (It takes courage to venture into the unknown)

- ❖ We picked a new date. He and I worked together to get that capability in place. In the end, it was a non-event.

- ❖ I talked with him about it afterwards – “I noticed you were hesitant?” – response: “I wasn't sure how you would react?”

It was fundamentally an issue of trust. I had to work harder at earning his trust. I have to do that everyday. You do, too.

