M HEALTH FAIRVIEW
MAINTAINING TRUST WITH YOUR REMOTE TEAM

We know that trust is key to creating and sustaining a high-performing team. While trust isn't lost when the team is working remotely, there are some things you can do to maintain trust while your team is remote.

Own your role

Supporting a culture of trust on your team starts at the individual level. Consider what you can do daily to demonstrate credibility, reliability and integrity with your team while working remotely.

Try this: Identify one behavior or action that you want to take to support a culture of trust on your team. Share it with your colleagues and leader at your next team meeting. Consider ideas like these:

- I will share my calendar permissions so that my team knows where I am at all times and what I'm working on
- I will check in with every person on my team at least once a week so they know I am here for them.
- I will ask for and be open to more feedback and suggestions in meetings
- I will make time to ask my colleagues about their personal life, so they know I care about them

Maintain interpersonal relationships

Moving from a workplace to a remote work environment reduces the spontaneous casual chats or discussions that would normally take place in the office. Virtual teams need to have a channel that replaces the social interactions of a physical environment.

Try this:

- Share more personal updates like how you spent the weekend and encourage others to do the same.
- Invest time in building rapport – this will lead to enduring relationships and a positive team culture.
- Consider using channels like Skype, Teams, email, and phone calls to stay connected to your team.
- Make a point to communicate face to face virtually at least once a day– this is the only opportunity to read body language and interact with back and forth conversation face to face.
- If you normally catch up with colleagues in person before a big meeting, do the same before dialing into a group conference call.
- If you normally chat with your colleagues first thing in the morning, do the same through instant message or other chat features

Maintain Daily Huddles & Regular One-on-Ones

Having consistent touch base with your teams allows you to stay connected, check in to see how people are doing, and stay on top of priorities. This will help maintain a sense of community and help the team align focus on key priorities, even when working remotely.

ORGANIZATIONAL
DEVELOPMENT & LEARNING

Try this:

- If possible, take the first few minutes of one-on-ones to check in about how you're doing.
- Add (or suggest adding) a team huddle at the end of the day to check in on how the day went and what was accomplished.
- Make sure to offer your support and let the team know you're available to help with projects.

Create Shared Expectations and Understanding

At the foundation of trust is expectations. How are we showing trust through the way we consistently act with our team, and are we on the same page about what those behaviors mean in a virtual work environment (assuming good intent, asking when we don't understand, being open to feedback, etc.)?

Try this: In an upcoming team meeting:

- Use the [Fairview Commitments](#) and align on expectations that guide behavior.
- Ask these questions:
    - How are we demonstrating each commitment while working remotely?
    - What are we doing well? What do we need to improve or clarify?

Amp Up Transparency

Transparency increases trust. Giving everyone the opportunity to see what others are working on reduces the chance to make assumptions about how individuals are spending their remote work day.

Try this:

- Track progress and projects more intentionally.
- Ask team members to share what they are working on with the rest of the team.
- Consider utilizing available technology – like SharePoint and Teams – to share documents.

Recognize Contributions

Studies around the neuroscience of our brain prove that recognition, especially public recognition, has a large effect on trust when it occurs directly after someone meets or exceeds a goal or expectation. When recognition is given in public it inspires others to try harder.

Try this:

- Share accomplishments and celebrate successes during huddles and team meetings.
- When a team member reaches a milestone, share with the team via chat.
- Challenge team members to give at least one shout out per day to a colleague.

For more information on high-performing teams and trust consider this [New York Times Report on psychological safety from Google.](#)

ORGANIZATIONAL
DEVELOPMENT & LEARNING