

Stronger ~~Together~~ Apart

Liane Davey, Ph.D.
3COze Inc.





Compose

Inbox (11)
Sent
Archive (8)
Junk (31)
Deleted (4)

- ★ **Miranda Owens** Today's meeting summary
- ☆ **Carroll Sharp** Data from 3rd marketing campaign
- ★ **Sharon Berry** Do you come at John's presentation?
- ☆ **Leah Brooks** **Your flight tickets to Paris**
- ★ **Ervin Lawrence** Fwd: Summary of our meeting about the customer survey
- ☆ **Lionel Burke** Hi, are you at your workplace?
- ☆ **Shane Manning** **Monthly corporate news**
- ☆ **Danielle Matthews** Re: Missing data for 3rd quarter summary
- ☆ **Cheryl Young** Your order at best coffee
- ☆ **Rosa Lucas** To prepare our meeting next week
- ☆ **Vicki Norman** **Your hotel booking for October trip to France**
- ★ **Cedric Barton** Meeting agenda
- ☆ **Ernestine Davis** Re: Congratulations for your promotion
- ★ **Nina Page** Fwd: Minutes of yesterday's meeting
- ★ **Geoffrey Jimenez** Re: Project update?
- ★ **Alexis Love** Contract signing
- ☆ **Francis Mccarthy** **Re: Just tried your line**
- ☆ **Benny Byrd** This week's schedule
- ☆ **Alfonso Russell** Ski trip next winter



Re: Conference Draft Presentation

Mark Shepard <markshepard@email.com>
to Daliah Mackenzie ▾



Hi Daliah,

I got the draft presentation you sent. I caught some mistakes. I have some ideas for how to make it better. I'll call you this afternoon.

Best,
Mark Shepard

← Reply

→ Foward

Frustration
Embarrassment
Anger
Dismissiveness
Defensiveness

Re: Conference Draft Presentation

Melissa Grey <melissagrey@email.com>
to **Daliah Mackenzie** ▾

Hi Daliah,

I got the draft presentation you sent. I caught some mistakes. I have some ideas for how to make it better. I'll call you this afternoon.

Best,
Melissa Grey

← Reply

→ Foward

Gratitude
Relief
Curiosity
Excitement
Connection

When you interpret the same message differently depending on who it came from



THE MOTHER-IN-LAW EFFECT

TRUST

3

DEFINITION OF TRUST

Trust is your willingness to be **vulnerable** to another based on the **expectation** they will **perform** a particular action that is important to you, **regardless** of your ability to monitor or **control** them.

BASED ON MAYER ET AL., 1995



Why Trust Matters

Trust is fundamental to all teams and even more critical in virtual teams

productive



proactive



optimistic



How Trust Works

Trust promotes risk-taking

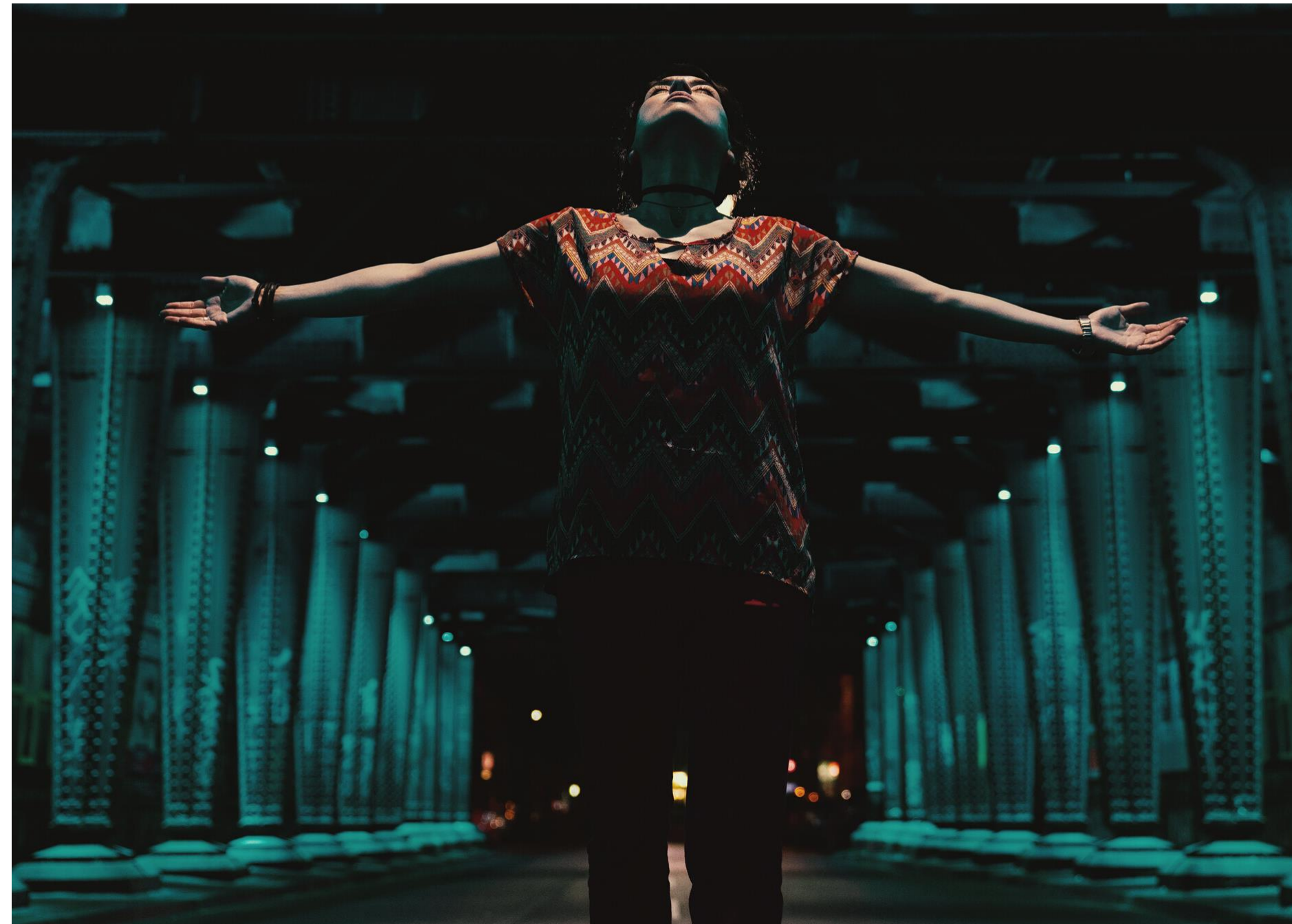
Sharing information

Asking for help

Engaging in conflict

Abandoning control

Adding unilateral effort





CONNECTION

Do I know you?
Can I understand you?
Are you predictable?

HOW MUCH?



INTEGRITY

Are you transparent?
Do you have my back?
Will you protect me?



COMPETENCE

Are you capable?
Can I be confident?
Will you succeed?

HOW IMPORTANT?



RELIABILITY

Will you deliver?
Can I count on you?
Do we share priorities?



Strengthen
Connection

TRUST IS ABOUT PREDICTABILITY

Unfamiliar behaviors seem like threats

INCREASE MUTUAL KNOWLEDGE

Reduce misinterpretations and judgments

INVEST IN OFF-TASK TIME

Provide formal and informal opportunities

CREATE VISUAL CUES OF BELONGING

Hack trust with symbols of membership



HIGHER WEIGHT ON COMPETENCE

Capability is more important in virtual teams

BUILDING CONFIDENCE IS HARD

Few cues to alert when someone is struggling

SOCIAL FRICTION ASKING FOR HELP

Provide formal and informal opportunities

VIRTUAL KNOWLEDGE SHARING

Use this process to reduce friction



Increase
Confidence



Ensure Dependability

RELIABILITY IS A COMMON PROBLEM

People fail to deliver as expected

INVEST MORE IN ALIGNMENT

Prioritize more ruthlessly

DOCUMENT COMMITMENTS

Create touchstones for everyone

CHECK FOR UNDERSTANDING

Use open-ended questions to assess



Communication is, by definition,
not something you can
accomplish on your own.

You can't communicate *to* someone,
you can only communicate *with* them.

Liane Davey, The Good
Fight



ENCOURAGE & MODEL CANDOR

Make bad news welcome

EXPOSE UNSEEN WORK

Before resentment becomes toxic

CHECK-IN, DON'T CHECK-UP

Vigilance and monitoring make things worse

ENGAGE IN PRODUCTIVE CONFLICT

Address issues frequently but not intensely



Encourage
Vulnerability

Repairing Broken Trust



behave before you believe

admit vulnerability



Questions?



KEEP THE CONVERSATION GOING ON LINKEDIN OR TWITTER @LIANEDAVEY

#HCI #2021VirtualConference