**Role of trust in development of running projects**

**What is trust in project management?**

Teams work better together if the people in them can trust each other. • Identifying client needs (the REAL ones) is easier if we have open communication, which is dependent on a high level of trust between client and supply

**Why trust is important:**

The Purpose of Trust in Project Management is that It allows you to focus on what you need to do without worrying about your security or safety. Trust therefore creates a distraction-free environment, which also has a positive impact on the general emotional and mental well-being of the people.

**10 Ways to Build Trust with Your Project Teams**

1. **A Strong and Confident Command with Planned Approach**

Confidence and strength is not a virtue if it isn’t the result of careful and tactful planning. The captain of the Titanic was confident and strong, but his lack of planning led to what could have been an easily-avoided disaster.

A planned process, a planned routine, and a planned week will give you the confidence required to remain strong in the face of adversity, and this rubs off on your team.

1. **Lead By Example and Be Prepared To Do Whatever You Ask Others to Do**

We all know this works, but why does it work? The truth is that you can build trust between yourself and your team, and between the members of your team without ever doing the things you ask others to do. The only real reason why this technique may work is two-fold.

It gives your team members one less reason to dislike you. It also gives them an example of the sort of diligence, positivity and enthusiasm that is expected from them. If you approach a tough task with gusto and positivity, they get a feel for what is expected of them.

1. **Actually Do What You Say You Will And Do It with Expedience**

Nobody likes a person who says they will do something and then never does it. People seriously dislike and distrust a person who doesn’t keep his or her word. Do what you say you will, and keep to your word.

More importantly, do it quickly. Take ultra-human steps if you have to, but make things happen when you say they will. Let your team see that when they push the button, you react and get the job done. On the same note, do not make promises you cannot keep, and don’t say you will do things if you cannot get them done quickly and correctly (that is common sense).

1. **Accountability Means Responsibility, It Doesn’t Mean Blame**

Remember back to the times when you were the one being pressured for results by a shortsighted boss. [Why embrace accountability if it simply gives your boss an easy excuse to blame you](https://www.leanblog.org/2015/02/accountability-shouldnt-mean-blame-and-punishment/)? Why not pass the buck to other team members and screw them over if you are only going to be blamed for doing your job and not hitting targets? Accountability means that your team’s personal pride is affected when they fail, not their raise or their self-esteem.

1. **Don’t Pressure Needlessly, Instead, Find Out What Your Team Needs To Succeed**

Poor quality managers apply pressure without adding support. The more pressure you add, the more funding your team should get, the more team members they should receive, the more resources they should get.

Adding pressure is pointless if you do not add further methods by which your team can succeed. Your team may not realize this fact at first. Some people only ever have poor-quality managers, so they think that the application of pressure to get results is a standard way of managing. However, when your team members figure out that your constant pressure is a mask for your lack of leadership skill, they lose all faith in you and your ability to manage them. If you want a builder to build a higher wall, don’t give him a time limit and deadline penalties. Give him more bricks, higher ladders, more time, more concrete and more laborers.**Bottom of Form**6.

6.**Make Sure Your Team Members Each Feel Needed**

The best way to create a successful team is to make each and every team member feel needed. Make sure each knows how important he or she is to the process. Saying it is not enough, they need to see proof. They need to know they are part of the process, and that their input is vital to the success of each project. If they are not vital to its success–why did you hire them? Napoleon Hill’s book called “Think and grow rich” proved that people will go to extraordinary lengths when they know they are needed.

1. **Allow Your Team to See the Results Of Their Efforts**

Results-orientated goals are more helpful than lists of routine tasks. Let your team members know what goals need to be achieved, and let them set their own daily routines and tasks. Monitor their progress, and give them methods by which they may monitor their progress. Let them see the results of their efforts, and they reap the reward of their own hard work. Deny them this pleasure, and they may start to see you as the enemy. The [University Of Aberdeen](https://www.abdn.ac.uk/develop/managers/empowering-your-team-307.php) proved this during an experiment. They proved that results-orientated goals are more helpful than lists of routine tasks.

1. **Don’t Insult Your Team with Team-Building Exercises**

If you have ever read the highly-syndicated comic called “Dilbert,” you will see plenty of examples that Scott Adams gives about the futility of team-building exercises. Put yourself in your team member’s shoes. You are thrown together **with a team**and are then told you are **not enough of a team**, so you have to go and **be a team**by getting a tennis ball out of a circle by using bits of string.

Set the correct tone, build a positive atmosphere, and you can have the team build themselves. If your team doesn’t feel comfortable enough in your work environment, then they will not feel comfortable enough to meld as a team.

1. **Emphasis Professionalism over Making Everybody Happy**

Some team members will not get along. Don’t try to make them get along. Emphasize professionalism over all else. Their duty is not to like each other, their duty is to be professional and do their jobs.

Remind them that interpersonal relationships are secondary. Do not allow small irritants to become issues in the office. Remind your team that a lion doesn’t hunt mice; it doesn’t chase a mouse that skips across its paw. A kitty chases mice, a lion has better things to do. You may even email them Aesop’s story of [the Lion and the mouse](https://mythfolklore.net/aesopica/milowinter/17.htm) if you wish to continue using mice and lion examples with matters of ego and so forth.

1. **Teach Your Team to Lower Their Level Of Arrogance So They Are Rarely Personally Insulted**

Some people are so arrogant that they believe what happens at work is personal enough to affect their feelings. Each team member woke up that morning and chose to come to work, and each member chooses to be professional. Arrogantly believing that events at work constitute a personal insult is damaging to the team. It is also a serious personality flaw that makes a team member intolerable after repeated/extended exposure.

There is nothing worse than watching a person break down or become angry because

* another human being dared to criticize him/her,
* another human talked down to him/her,
* another person didn’t treat him/her like the royalty he/she believes he or she is.

[Teach them humility](https://elitedaily.com/life/culture/psychology-humble/726404/) and lead by example. Your team will learn to trust you and each other. After all, if you know you are great, why would it bother you if a sadistic co-worker insists you are not? It would be like telling a tall man he is short, or a powerful woman she is weak.

**10. The Atmosphere You Generate And Allow Will Carry Your Team**

If you allow your team to moan, complain and fester in a negative environment, then it will become the workplace standard. Help your team understand that their outward affectations, emotions and attitudes will rub off on the rest of the team. Each member has a moral duty to “appear” as happy and comfortable as possible. If your team members cannot handle the responsibility of remaining positive, confident, and happy at work, then maybe that team member should be replaced by one of the thousands of people who would crawl over broken glass for a position in your company (or a job).

#### **The Need for a Trust Model**

The Trust phenomenon has moved from an item of curiosity in the management world to one that many organizations and senior managers are taking very seriously indeed. The driver for this is in two parts that are closely inter-linked. There is a continuing and increasingly challenging need to remain competitive. And technology is doubling every few years. With the growth in technology we see several things taking place. First, we see the need for increased specialization, leading to many corporations redefining core business. This has, in turn, led to outsourcing previously sacrosanct activities such as payroll, IS and IT, training and more.

Product development too, has been significantly affected by the need to specialize. All of today's manufacturing businesses are integrators of previously manufactured goods to add value and produce their “final” product. Any example will serve. Computers are composed of components manufactured by others. The CPU chip is assembled from materials produced and refined by others. Eventually we end up with sand from which the silica was produced. Even this was processed using manufactured goods (excavation equipment, screens, conveyors, computers, etc.…). So we come full cycle.

The growth in technology has forced us into a position where we increasingly rely on our suppliers. This tightening relationship has led to situations that place a company in jeopardy if one or more of their suppliers is at risk. A common response has been to develop long-term relationships, often structured around and codified in an alliance agreement.

#### **The Mechanics of Trust in a Project World**

If the lack of time to develop trust in a project world is a significant problem, it certainly is not the only one. Conventional project management has developed a set of tools and processes that address integration management, scope management, scheduling and cost control, communications, human resources, teams, procurement and risk management there are many ways of describing this set of tools and processes.

#### **Trust as Part of the Project Management Delivery Process**

Trust (not specifically defined) has emerged as an ingredient in project success and business success research in various arenas. If we consider a few random elements of project management it is relatively easy to see the impact of trust on the effectiveness of the process. First, let's consider intuitive connections.

• Effective communication is easier and more likely to be complete between people who trust each other.

• Contract relationships, and as a result, contract administration, is easier if we can trust the contractor and the contractor can trust its client.

•  Discovering and implementing cost-saving ideas will occur more readily if the participants can expect fair compensation and can be sure that their interests are being taken care of in the process.

• Teams work better together if the people in them can trust each other.

• Identifying client needs (the REAL ones) is easier if we have open communication, which is dependent on a high level of trust between client and supplier.

• Schedules and estimates are more likely to be accurate if the contributors feel that their honest opinion will be considered and valued (trusted).

• Progress reporting is more honest in a trust-based environment.

• We are more likely to be successful project managers if our team trusts us, as well as do our clients and suppliers.

• We are more likely to be accepted as manager of a project (and have the resulting authority and influence on stakeholders) if others can trust us to do our jobs well.

#### **Trust and Communication**

Open communication has been identified by as an important ingredient in effective teams (Cahoon & Rowney, 1995) as well as a factor in project success (Pinto & Slevin, 1998). In order to communicate effectively with another person, we need to have the right level of comfort. This is largely situational. Consider the following:

1. Taking a car in to be repaired: competence trust is needed here. We want to be sure that the vehicle will be repaired properly. If the mechanic asks intelligent questions and we feel that we are communicating what we see to be the problem, then we are content that the future holds a fixed car! How we behave in terms of leaving money in the car will depend on the level of ethical trust we have, but will likely not affect our communication. This picture will be different if we have concerns over being charged for unnecessary work, in which case our communication will likely take on a different hue: we will communicate our concern and set up a defense system against the perceived risk.

2. In the situation of seeing a medical doctor, we certainly need both ethical and competence trust to be present. Depending on the nature of our illness and our relationship with the doctor, we may also need a degree of emotional trust. This latter element is sufficiently well understood that “Bedside Manners” are taught in some medical schools.

3. In a project environment, we see problems in defining the project properly and in many other arenas that stem from a number of causes that can be reassessed in the light of the trust model. To communicate on technical matters, we need only have competence trust in place. This trust will likely evolve as the people who are communicating gain a common language and understanding of the problem to be addressed

### **Conclusions and Observations**

Trust has moved from an item of mild curiosity to one of being a business imperative. It needs to be managed. As what trust means is different for each of us, trying to define trust will forever be an exercise in futility. Studying it as a psychological phenomenon is undoubtedly both fascinating and necessary.