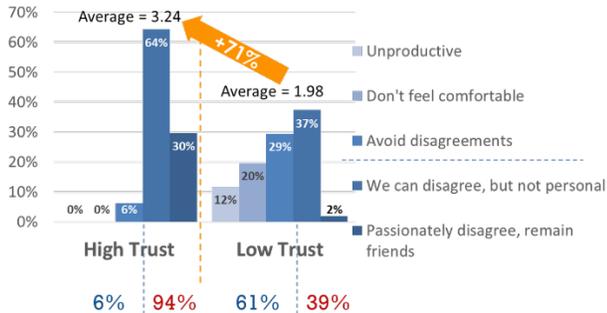


## TRUST and Project Management Infographic

Team members are 10 times less likely to engage in disagreement if the level of trust in the team is low.

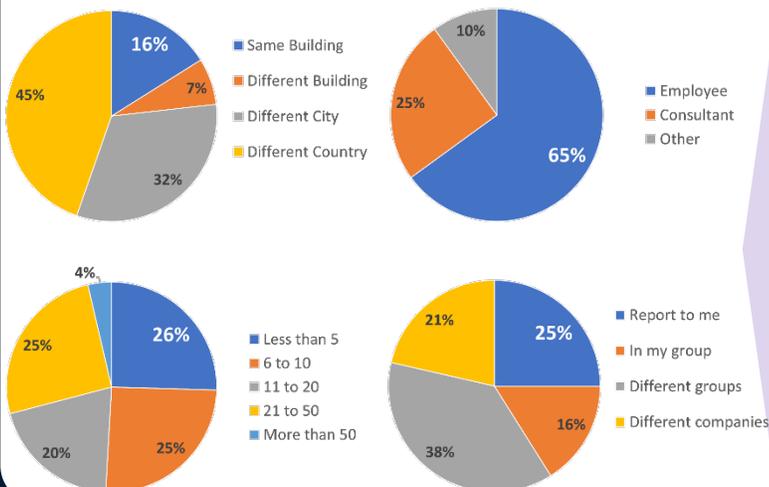
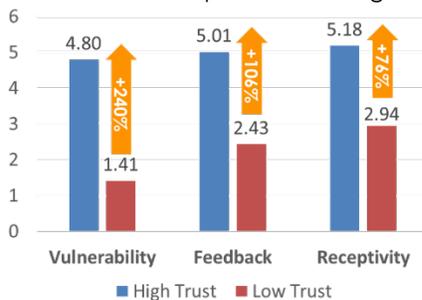
Team members are 71% more likely to be willing to participate in constructive disagreement in high-trust teams.



From my 2021 Survey of Project Managers:

The statement ranked with the highest agreement: **"Building trust in the project team is part of the project manager's role."** Ranking lowest: **"I have the right tools to build trust in the project team."**

Team members are 240% more willing to be vulnerable with one another, 106% more willing to give direct feedback, and 76% more receptive to such feedback in the presence of high trust.

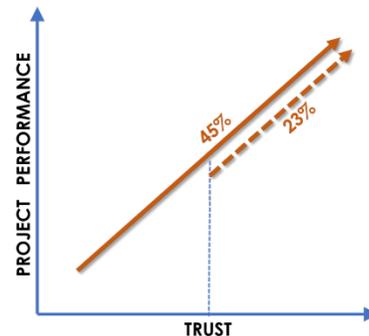


From my 2021 Survey of Project Managers:

The most stressful aspect of being a project manager: **"Dependence on members of the project team performing their job."** (38% more stressful than "the risk of losing your job if the project failed")

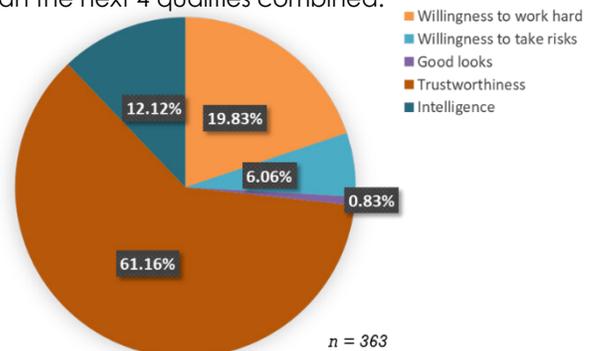
**Project performance** is 45% higher in high-risk projects in teams with **high trust**.

Source: Ofer Zwikael and John Smyrk (2015). Project governance: Balancing control and trust in dealing with risk. International Journal of Project Management 33(2015) 852-862.



Number of times the word **RISK** appears in the Project Management Body of Knowledge (copyright of the Project Management Institute): **2,079**. The number of times the word **TRUST** appears there: **45**.

From my 2018 Survey: The most important quality for me in other people: **trustworthiness** (61.2%). More than the next 4 qualities combined.



From my 2021 Project Manager Survey:

- 65% of project managers work within the project company.
- 51% of project teams have 10 or fewer members. 71% have 20 or less. 29% have more than 20 members.
- 45% of teams are spread across multiple countries, 32% in different cities. Only 16% of project teams are co-located in the same building.
- Only 25% of the project teams report to the project manager organizationally. 75% don't. 21% are not even in the same company.

## 60+1 Habits that will help you build trust and be a trusted PROJECT MANAGER

### Competence

1. Be good at what you do
2. Know what everybody is working on
3. Say what you'll do, and do what you said
4. Give autonomy to decide how to climb the mountain
5. Be the champion of professional development
6. Fight to get the resources the team needs

### Shared Values

7. Be an open book (transparent)
8. Tell the truth and expect the same
9. Avoid BCC
10. Explain why
11. How to (not) share confidential information
12. Don't badmouth others
13. Understand personal and organizational motivations
14. Monitor social media footprint
15. Bottom line first or last?
16. Find what you have (and don't have) in common
17. To procrastinate, or not to procrastinate?
18. Celebrate success, get team recognition & rewards
19. Shield from internal challenges / bureaucracy
20. Sharing the big picture
21. Accept, but don't celebrate failure
22. Identify the common enemy
23. Expose the team to external challenges

### Fairness / Symmetry

24. Don't use authority
25. Start with trust
26. Offer help, and ask for help
27. Don't ask of others what you don't demand of yourself
28. Make information available, communicate when necessary
29. Get and stick to ground rules
30. Put as much effort, use as many resources
31. Do they benefit as much as you do?
32. Gave more than you take

### Time

33. Make equal use of "airtime" in meetings
34. Be on time, and respect other people's time
35. Follow up, when you said you would
36. Communicate often, communicate long (enough)
37. First impression
38. Be available
39. Spend time with each member of the team

### Intimacy

40. Say what you mean and mean what you say (Part I)
41. Get your butt out of your office
42. Body language of email and text
43. Own your side of (mis)communications
44. Perform teambuilding and "civilian live" activities

### Positivity

45. Say what you mean and mean what you say (Part II)
46. Use process to help, not as a whip
47. Be vulnerable
48. Be informal and friendly
49. Don't abuse vulnerability and respect boundaries
50. Seek consensus, not majority
51. Avoid confirmation bias, share contradicting data
52. (Don't) say "great job!" (when it's clearly not)
53. Use humor and sarcasm, when appropriate
54. Give feedback like you care, take feedback like it matters
55. Use empathy
56. Keep an open mind
57. Remember that there are two sides to every story
58. Listen with intent, and more than you speak
59. Be a cheerleader
60. Reduce your own sensitivity, don't get overly defensive

### +1 Know when to give up

