

# Building Trust with Online Teambuilding

Xebia

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@scrumboosters



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Until we start, write in the chat  
where you are from and what your  
role/function is.  
(I am an Agile Business Consultant  
from The Netherlands 😊)

# Goal of today

Inspire and find ways to build trust together  
(in an interactive way)

# Evelien Roos

## Study

- Bachelor & Master in Information Science

## Jobs

- Agile Coach @ Xebia NL
- Professional Scrum Trainer @ Scrum.org
- Certified Trainer Training From the Back of the Room
- Mother @ 3 kids

## Clients

- Essent, Rabobank, CRV, ING, CBS, Philips, Portbase, DLL, Eneco, Vrije Universiteit Amsterdam, Vodafone-Ziggo, APG, Jumbo, Unilever

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# What is trust?

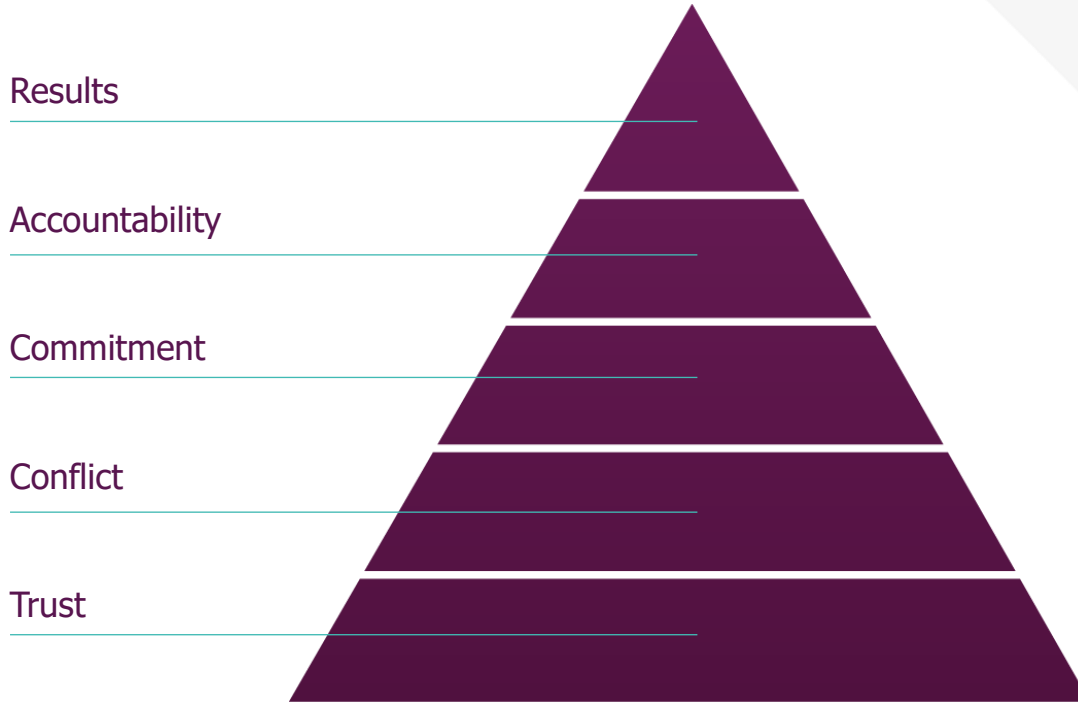
Write your definition (or thoughts) down in the chat (don't hit enter until I say so)



# What is trust?

Trust is relying on other people doing the the right things and doing the things right.

# Lencioni



# Own examples of lacking trust

- Think of an experience you might have which showed a lack of trust within a team
- If you have an example you want to share, write it in the chat.

# Symptoms

Sharing my failures? Never!

I will not tell the PO we fixed it quick and dirty

I will just do what the PO tells me to do

What does the Scrum Master do all day?

We all work separately because everybody is good at his own thing

If I just keep telling everybody about all the activities I did no one will suspect I have not made any progress

You work on your part, I work on my part. Lets do what we are good at!

That analyst is so stupid, he keeps writing all these useless documents

I wonder how productive he is when he is working at home

Training? Me? Are you kidding me?

All those stupid tests, I already told you this is high quality software

My PO put something on the backlog, but I still don't understand why

I do not believe we can reach the sprint goal, but I'll make sure to finish my part

Let's not tell the PO about the technical debt, it will only confuse him

Who cares if we don't finish it this sprint, we'll fix it in the next...

.....



# Why do you need Trust?



- More energy
- More engaged
- More productive
- More enjoyment in work
- More aligned with company purpose
- More value
- More creativity
- More pride

# Trust is about

## Credibility

### What people say

You are **credible** if you:

- Don't lie
- Speak up when you don't know
- ....

## Intimacy (most common failure in building trust)

### How easy you share information

You are **intimate** if you:

- Keep secrets secret
- Also share mistakes
- ....

There are thin lines

## Reliability

### What people do

You are **reliable** if you

- You keep your agreements
- Don't talk behind others' back
- ....

## Self-orientation

### Focus on other people

You are **self oriented** if:

- Your own interest is the most important
- You are mostly interested in yourself and your own progress
- ....

# Trust Equation

A diagram illustrating the Trust Equation. On the left, the text "Credibility + Reliability + Intimacy" is stacked vertically in a dark purple font. A horizontal teal line extends from the end of "Intimacy" to the right, ending in a teal right-pointing triangle. Below "Intimacy", the text "Self-orientation" is written in the same dark purple font. To the right of the triangle, the word "Trustworthiness" is written in a teal font.

**Credibility + Reliability +  
Intimacy** —————▶ **Trustworthiness**  
Self-orientation

# So what (now)?

- How to start building trust with online teams?

### Increase Credibility

**Do**  
Be  
accurate

**Don't**  
Make up  
things

### Increase Reliability

**Do**  
Meet your  
agreements

**Don't**  
Be  
inconsistent

### Increase Intimacy

**Do**  
Get to  
know  
each other

**Don't**  
Be afraid

**Xebia**

### Decrease Self-orientation

**Do**  
Involve  
team  
members

**Don't**  
Decide all  
on yourself

**But how?**

## ***Increase intimacy***

***DO:** Get to know each other*

***HOW:** organize a virtual team lunch every Monday*

How might we increase intimacy in an online environment?		
<div>Do</div> <div>Get to know each other</div>	<div>Don't</div> <div>Be afraid to share</div>	<div>How</div> <div>Organize a team lunch every Friday</div>



# How?

Go to the Mural board, choose to start at **one** of the elements of the trust quotient:

<https://bit.ly/3fOIVWF>

- How to increase Credibility
- How to increase Reliability
- How to increase Intimacy
- How to decrease Self-orientation

Answer the following questions and put sticky notes on the boards:

**What are the do's and what are the don'ts and how can you do that?**

If you are done or run out of ideas go to the next one **(you will probably not be able to visit all parts)**

You will have 10 minutes on the Mural.

# Best practises



## ***Increase credibility***

*Be transparent about your progress (share success and failure)  
(during Sprint Review)*

*Ask help and offer help (during Daily Scrum)*

## ***Increase reliability***

*Make (online) working agreements with team*

*Return phone calls, missed calls in online environment*

## ***Increase intimacy***

*Organize an online Team Lunch*

*Do a Pub Quiz with team*

## ***Decrease Self-orientation***

*Show empathy (listen to each other in online meetings)*

*Choose an activating Sprint Retrospective format ([retromat.org](https://retromat.org))*

# More?

- Xebia Scrum Boosters on LinkedIn, TikTok and Instagram

## Sources

- Paul J. Zak, Neuroscience of Trust, Harvard Business Review January 2017
- Patrick Lencioni, The Five Dysfunctions of a Team, Manga edition
- Trusted Advisor.com and the book written by David H. Maister, Charles Green, Robert Galford

# Questions? Feedback? Thank you!!!



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