



## Resetting the Trust Levels between an IT General Manager and his Direct Report

A Case Study in Improving Efficiency and Collaboration in a Team

To be successful in an IT department with 700 employees in a large ASX 200 listed company is no easy task. Particularly, after a large IT transformation project has failed spectacularly. Rebuilding confidence with other divisions and within the IT group itself takes time and a willingness to understand internal function requirements, in order to deliver to expectations. But how do you do that when your direct manager refuses to let you collaborate with other functional leaders?

### CHALLENGES

John\*, a senior IT leader, came to see me quite exasperated by his situation. His general manager, Brian\*, was fairly new to the organisation. Brian was one of the company leaders tasked with the difficult job of trying to turn the IT situation around. He was in over his head and keen to prove himself to the executive team.

Fearful that existing employees were more suited to his job role, Brian covertly kept important information to himself and stubbornly refusing to allow his employees to work with other company leaders without his permission.

Unfortunately for John, working with other unit leaders was a critical activity to his role. He was frustrated and angry about it because he could not properly assess the needs of another department and ensure that he was able to deliver on that with his team. It also reduced his ability to learn more and form important connections with those outside of his department. He believed this was crucial to rebuilding trust and confidence within the organisation, after the expensive IT disaster.

Worse still the situation with Brian was becoming confrontational and disruptive as John argued for his role responsibilities. Confronting his boss about trust issues had only made things

## HOW TRUSTOLOGIE HELPED

John attended one of our trust building roundtables, followed up with a one-on-one coaching session where a robust trust analysis was undertaken to pinpoint the exact opportunities where John could extend trust to his boss.

## RESULTS

The turnaround was dramatic.

John immediately began to apply some of the suggested techniques, focusing on ensuring Brian could trust him. Remarkably, barely a week later, the situation started to shift.

Brian started to share information and even began opening up personally to John. The extended team also began to enjoy these benefits of a friendlier atmosphere resulting in noticeable team productivity improvements.

Now, that Brian is more transparent and appearing more trustworthy, John is performing more effectively in his role and enjoying his work challenges again. He is no longer distracted by other job opportunities. He is also working freely with other departmental leaders increasing his job satisfaction, but also the results he can produce for the organisation.

*"What was really interesting about learning about trust was that as I reflected on events, I realised that some of my behaviours were contributing to my boss' trust issues. Just by making the first move, using the techniques Marie-Claire shared with me, my boss quickly reciprocated.*

*I am enjoying my job again and I'm even getting along really well with my boss, in a way that I would never have thought possible, even two months ago. My team is also much happier.*

*Marie-Claire has some really insightful information that she presents in a captivating manner. Her questions and information gets everyone thinking differently about trust, but also work relationships and performance."*

- John, IT Manager



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BUILDING TRUST LEADERSHIP

If you believe improving trust leadership capabilities will help serve transformational change, call Marie-Claire on 03 9696 8810 email her on [marie-claire@trustologie.com.au](mailto:marie-claire@trustologie.com.au).