



HOW YOU CAN IMPROVE STAFF MOTIVATION AND TRUST



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MODULE
4

When people are
financially invested,
they want a return.

When people are
emotionally invested,
they want to contribute.

Simon Sinek

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What You'll Learn

- ✓ Varying levels of trust within the workplace
- ✓ Trust and motivation and their impact on business performance
- ✓ Drivers needed to achieve optimum productivity in your company
- ✓ Practical ways that help build trust between your workforce

Reading a Printout?

You can write down notes on the **final page**.

Levels of Trust in the Workplace

Individual Factors
Wellbeing and Perception



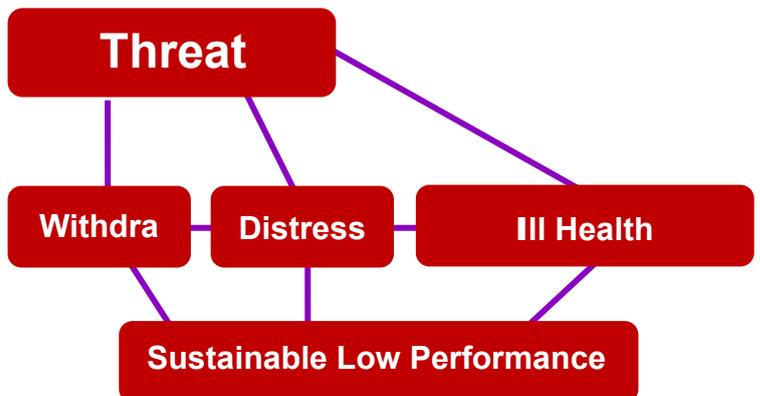
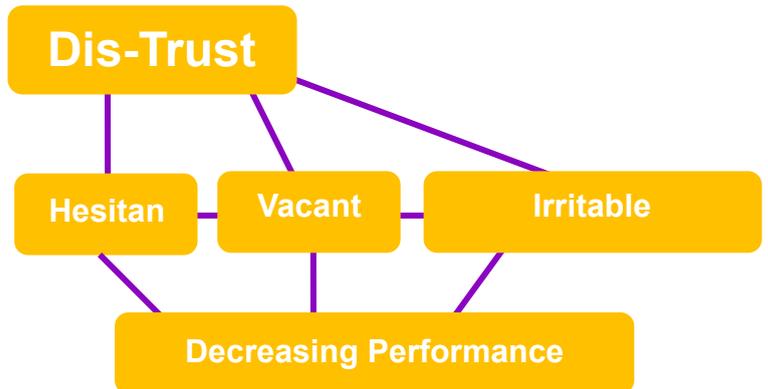
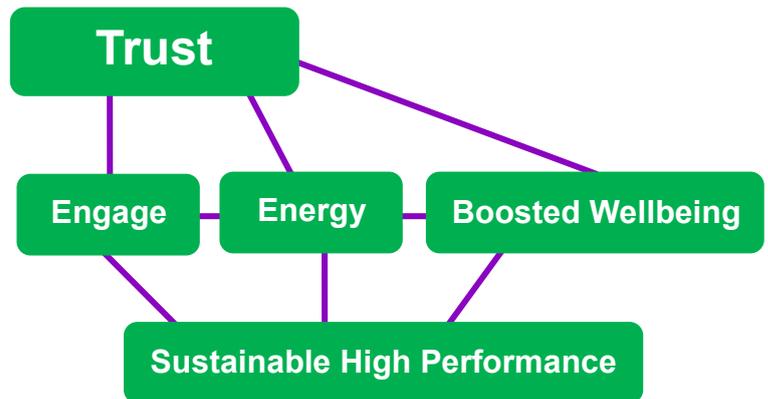
The 8 Intrinsic Drivers of Trust

- 1: Belong & Connect
- 2: Voice & Recognition
- 3: Significance & Position
- 4: Fairness
- 5: Learn & Challenge
- 6: Choice & Autonomy
- 7: Security & Certainty
- 8: Purpose



Environmental Factors

- Work-life Integration
- Flexible Working / Workload
- Communication / Leadership
- Resources
- Technology
- Physical Environment
- Reward & Performance
- Other People Strategies



Drivers of Trust



Belong & Connect - If people feel excluded in the workplace, they can feel threatened and it can affect their health and wellbeing. It's important to make sure individuals feel connected to their team.



Voice & Recognition - People should be encouraged to put their views and ideas across in the workplace, so they feel that their contributions are recognised and appreciated.



Significance & Position - People are continually assessing their role within their organisation and what contribution they are making. If people do not feel valued, they can feel threatened, which will negatively impact their performance.



Fairness - It is critical for an organisation to treat its employees fairly and consistently. If employees feel they are being treated unfairly it can cause high stress levels and low productivity.



Learn & Challenge - Workers need to be continually learning so they can adapt to the ever-changing modern work environment. Research has shown that employees who feel challenged are more productive.



Choice & Autonomy - Giving workers a degree of control and the ability to make their own choices can help them balance their work and home lives more effectively, helping improve their working performance.



Security & Certainty - If workers aren't secure in their position, then they can feel threatened which has a negative effect on their performance and productivity



Purpose - If workers have a clear sense of purpose and are aware of exactly what their contribution to an organisation is, they are more likely to be engaged and productive.

Applying These Drivers Into Your Workplace

Drivers of Trust

Ask Yourself

Belong & Connect - People need to feel included in the workplace and connected to their team. Otherwise this can affect their wellbeing and how they work. With increased remote and home working, businesses must strengthen and build connections with employees to ensure they remove any feelings of isolation.

- Have we established and built strong connections between employees?
- How can we maintain and improve these connections?
- What sort of team building activities do we encourage between employees?

Significance & Positions

If employees don't feel valued within the organisation they can feel threatened, which in turn negatively impacts performance.

- Are we taking individual significance and position into account within our performance and management strategies?
- How do we ensure team members feel valued and purposeful as part of the team?
- What sort of management training do we have in place, and does it include how to ensure employees feel valued?

Learn & Challenge - Adapting to the ever-changing modern work environment means that staff need to be challenged and given opportunities to keep learning. Research says that employees who feel challenged are more productive.

- Do we make accessible and relevant challenges part of performance management and development plans?
- What learning, and development opportunities are we providing employees?

<p>Choice and Autonomy - Giving employees a degree of control and the ability to make their own choices can help them balance their work and home lives more effectively, helping to improve performance.</p>	<ul style="list-style-type: none"> • How much flexibility are we providing employees in terms of when and how they work? • Do our managers know how to avoid micromanaging and how to lead high performance teams? • Does our work culture inspire trust? If not, what can we do to help build trust?
<p>Voice and Recognition - Staff need to feel comfortable in putting across their views and ideas in the workplace and feel that their contributions are recognised and appreciated.</p>	<ul style="list-style-type: none"> • Do we encourage a supportive environment where teams and employees feel comfortable to put forward their ideas and questions openly and without fear? • Do our senior leaders demonstrate an openness to feedback? • Do staff at all levels of the organisation get opportunities to “have their say”?
<p>Fairness - It is crucial that organisations treat their employees fairly and consistently. If there is a perception of unfairness at work this can cause high stress levels and a significant impact on</p>	<ul style="list-style-type: none"> • Do we treat our employees in a fair and consistent way? • Are our managers trained to recognise and deal effectively with perceptions of unfairness during team discussions or one-to-one interactions?
<p>Security and Certainty - Employees need to feel secure – both in their positions at work and financially – especially in these tough economic times. If they don’t, this will have a negative impact on performance levels.</p>	<ul style="list-style-type: none"> • Do we have a comprehensive employee benefits package in place to make our employees feel financially secure? Are there several benefits available, such as Life Insurance, Pensions, PMI and Income Protection? • Is there consistency between what we say and what we do?
<p>Purpose - Staff need a clear sense of purpose about their work and their specific contribution to the organisation. This in turn makes them more engaged and productive.</p>	<ul style="list-style-type: none"> • Do our employees have a clear line of sight between their performance outputs and the overall organisational purpose? • Do we ensure that employees are getting the right message about the organisation’s purpose?

Creating an Environment of Trust

- Is enabling trust, motivation and employee engagement just a management fad?
- On the contrary, it's an effective method of retaining and recruiting the best talent and ensuring everyone is working at their optimum productivity level.
- Are you creating an environment of trust in your workplace?
- Are you helping staff to remain motivated?

Now Try This

Take our quick quiz to see if there's more you can do.

Are employees allowed to work flexible hours from home?

Please Tick

Yes. By giving workers a degree of control over their working hours and location, you are showing that you trust them.

No. Although it's not always possible or practical, it might be worth reconsidering your policy on flexible working. People need to feel trusted if they are to perform at their peak.

Do you offer further training and development?

Yes. Research has shown that employees who feel challenged are often more productive.

No. You may wish to assess the training opportunities you offer. The workplace is constantly evolving, and your workers skills need to remain on top of their job role.

Are employees encouraged to provide feedback or put their ideas forward?

Please Tick

Yes. Listening to people's views in the workplace makes them feel recognised and appreciated, and therefore more engaged.



No. If workers feel unable to air their views, then they feel unrecognised and threatened, which affects their performance. Introducing a system where they can give feedback on company issues and make suggestions could help boost morale and trust levels.



Are job roles defined clearly?

Yes. If workers have a clear sense of purpose, they are more likely to be engaged and productive.



No. Creating a clear career structure with defined job roles could prove beneficial for your business. If workers are unsure what their contribution is, they can feel threatened and their performance is impacted negatively..



How did you do?

Mostly Yes

You are clearly taking strides to build a trusting relationship between you and your employees, but there's always room for improvement. Have a look back at the 8 drivers of trust to identify any areas you can build on.

Mostly No

Building an atmosphere of trust is essential to boosting employee motivation and productivity. The 8 drivers of trust are a good starting point.

Practical Ways to Build Trust In Your Workplace

Develop an effective wellness strategy, which includes a well-rounded employee benefits package that caters to the needs of your workforce. It doesn't have to break the bank but can include both softer benefits and those which ensure the financial security of your workforce.

Some companies or teams commit to banning internal email one day or more a week. This encourages employees to communicate but also consider the need for the email in the first place. This in turn builds trust as employees talk to each other more face-to-face.

Put an Employee Assistance Program (EAP) in place that gives employees access to valuable support tools and services - from childcare to stress management tips. Knowing that their employer cares about their lives outside of work is a key motivator.

Support work-life integration and workload through workshops that help employees understand how to prioritise and help themselves. Having an employer who really gets the importance of work-life balance boosts motivation and trust levels.

Allow employees to work flexibly, e.g. working the same number of hours but on fewer days or working from home. Enabling this freedom shows that you trust them to manage their workload in a way that suits their lifestyle.



Further Information

Have you read all of our *HOW YOU CAN* collection?



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MODULE 7

The Case-UK Vision

Establish and develop a supportive network of individuals, agencies and communities of interest to create sustainable social enterprises that contribute to a higher standard of living for themselves, their families and their communities.

CONTACT US

02921 676214

peaceofmindatwork@case-uk.co.uk

