

Q10. I have a best friend at work.

Help Me Build Mutual Trust

Throughout our lives, we spend a lot of time at work. Accordingly, we instinctively look to develop friendships at work in which we feel respected and trusted. Going a step further and having a best friend at work can help employees feel more engaged — and with best friends, teams will be more likely to see a positive impact on business results. It's simple: People with friends at work are happier at work.

The **best** predictor of having higher wellbeing and engagement at work is not what people are doing — it's whom they are with.

Without a best friend at work, the chances of being engaged in your job are one in 12.



Three Characteristics of a Well-Connected Team

- 1 Trust.** Confidence in one another's reliability and dependability.
- 2 Teamwork.** Appreciation of one another's talents and strengths; can tackle challenges together.
- 3 Emotional Loyalty.** Loyalty to the team is passionate, expressive and deep-seated.

Engaging Conversation Starters

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The best managers encourage friendships in the workplace by creating the conditions under which such relationships can thrive.

Quick Connect Conversation

A Quick Connect is a one- to 10-minute conversation to stay connected with employees and their short-term work.

Questions to Ask	Sharpen Your Approach
When did you have the most fun at work during the past few months? How can we make sure that we have more moments like these? Can you think of a time when you depended on someone else from our team for success?	Listen for evidence that employees feel as though they have strong partnerships that help them be successful. Consider how you can help your team members build more effective, interdependent partnerships.

Team Check-In Conversation

A team Check-In is a 10- to 30-minute conversation to discuss team successes and current needs while still keeping a focus on the team’s future work.

Questions to Ask	Sharpen Your Approach
When did we have the most fun at work during the past few months? How can we make sure we have more moments like these? How do relationships at work help us do our job better as a team? Can anyone give an example? What would help us build stronger relationships inside and outside our team?	Encourage team members to develop supportive relationships with one another. Identify any barriers to building trust and respect among team members, and ask the team to help find ways to break down these barriers.

Individual Developmental Conversation

Developmental conversations are typically 10 to 30 minutes. They help assess and identify employees’ engagement needs.

Questions to Ask	Sharpen Your Approach
How do you help make our work environment positive and productive? How do your work relationships help you do your job better? Do you feel that there are team members whom you can trust and depend on? Do you think our team works well together? What could we do to help you build stronger relationships at work?	Listen for evidence that this employee has strong partnerships that helps them be successful. Consider how you can help this employee build more effective, interdependent partnerships.