RELATIONSHIPS AT WORK

WITH RUSSEL LOLACHER

P.E.R.F.O.R.M.

LEADERSHIP

GUIDEBOOK

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Introduction

RUSSEL LOLACHER
HOST

Trust is the foundation of great leadership. Without it, work suffers. With it, leaders unlock performance, loyalty, and a culture where people feel safe to bring their best.

At the core of this resource is the P.E.R.F.O.R.M. Framework — seven daily actions that build trust:

- P – Personal One-on-Ones: Protecting time that belongs to the team member.
- E – Empowerment: Creating opportunities with support and safety.
- R – Relationships: Encouraging connections beyond hierarchies.
- F – Feeling Valued: Making impact visible through recognition.
- O – Ownership: Trusting people to lead their own work.
- R – Relatable Purpose: Keeping vision clear, visible, and aligned.
- M – Meaningful Experience: Creating moments of pride, growth, and connection.

Each section includes a definition, reflection prompts, and a tool to put trust into action.

How to use this workbook:

1. Reflect on your own leadership habits.
2. Apply the templates with your team.
3. Check impact using the Team Audit at the end.

Trust isn't built in one moment. It's built in the small, consistent actions you take every day.

P - Personal One-on-Ones

One-on-ones are sacred time. When leaders protect them and make them the team member's space, they show that the person is valued beyond tasks. Whether the conversation is about career aspirations, personal growth, challenges, or even outside interests, giving people ownership of this time demonstrates respect and builds trust.

Prompts

- Do I protect one-on-one time, or let other priorities take over?
- How often do I let team members set the agenda?
- When was the last time I followed up on something shared in a one-on-one?

One-On-One Planner

Date: _____

Agenda: Work | Development | Personal

Key Questions to Ask:

- What's going well for you? _____
  _____
- What's getting in your way? _____
  _____
- How can I support you? _____
  _____

Notes/Follow-Up _____
_____

E - Empowerment

Empowerment means trusting people to use their expertise and represent the team with confidence. Leaders create space for team members to take on opportunities — from projects to events — while providing support if things don't go as planned. This balance of autonomy and safety helps people grow and strengthens the team's reputation.

Prompts

- Do I delegate outcomes or just tasks?
- How do I respond when someone takes a risk that doesn't work out?
- When was the last time I encouraged someone to step forward publicly as a representative of the team?

Opportunity Assignment Sheet

Opportunity/Task _____

Who Will Lead It _____

Level of Decision-Making: Decide | Consult | Inform

Support I'll Provide _____

_____

Outcome / Lessons Learned

_____

_____

_____

Team Member	Current Trust Level	What They Need From Me	Next Action

R - Relationships Over Hierarchy

Relationships grow when people are free to connect beyond hierarchies and silos. By encouraging team members to build networks across portfolios and departments, leaders help them expand influence, learn faster, and prepare for future opportunities. Prioritizing people over process ensures that humanity — not bureaucracy — drives how work gets done.

Prompts

- Do I encourage my team to grow relationships beyond our immediate circle?
- How am I modeling openness in my own relationship building?
- What connections could help my team members grow their careers?

Connection Plan

Key relationships I need to encourage for this team member are...

Barriers I can remove are...

One introduction or opportunity I can create is...

Team Member	Current Trust Level	What They Need From Me	Next Action

F - Feeling Valued

Work has more meaning when people can see the impact of what they do. Leaders make value visible by sharing customer feedback, collecting praise, and creating rituals that celebrate success. Whether through a kudos folder, a team celebration, or recognition across the organization, showing people how their work matters reinforces trust and pride.

Prompts

- How do I make the impact of my team's work visible to them?
- Do I recognize both effort and outcomes consistently?
- What traditions or rituals do I use to celebrate wins?

Value-in-Action Tracker

Team Member / Team Win	Source of Recognition	How It Was Shared	Date	Next Step to Reinforce	How It Made Them Feel

Team Member	Current Trust Level	What They Need From Me	Next Action

O - Ownership

Ownership is treating people as adults who are trusted to lead their own portfolios. Each team member is responsible for their work, the knowledge behind it, the relationships that support it, and the outcomes it produces. Leaders act as guides and connectors to the bigger picture, but the pride, accountability, and growth come from the team owning their world.

Prompts

- Do my team members have true ownership of their portfolios?
- Am I stepping in too often instead of guiding and supporting?
- How do I encourage people to measure their own success?

Ownership Charter

Area of responsiblity _____

What I fully own (tasks, knowledge, relationships):

_____

_____

How I'll measure success:

_____

_____

Where I'll ask for support:

_____

_____

Team Member	Current Trust Level	What They Need From Me	Next Action

R - Relatable Purpose

Purpose must be more than words on a wall — it has to guide daily work. Leaders make vision and mission relatable by keeping them visible, using them as benchmarks for decisions, and connecting them directly to organizational goals. When a team can see how their purpose aligns with the larger mission, their work feels inspiring and real.

Prompts

- Have I clearly defined and communicated our team's vision and mission?
- Do I make that vision part of everyday decisions?
- How do I connect our team's purpose to the larger organizational mission?

Purpose Alignment Guide

Project/Task:

How it connects to our team's purpose:

How it supports the organization's mission

Team Member	Current Trust Level	What They Need From Me	Next Action

M - Meaningful Experience

Work should create connection, pride, and authenticity. Leaders foster meaningful experiences by making it safe for team members to be themselves, encouraging healthy challenge, supporting personal interests, and celebrating shared time together. When people feel connected and valued in their daily experience, trust becomes part of the team's culture.

Prompts

- Do I create space where people feel safe to be themselves at work?
- How am I supporting team members' growth or outside interests?
- What experiences or moments have made our team feel proud and connected?

Experience Builder Worksheet

A milestone we'll celebrate this quarter is...

A tradition we'll start or continue is...

A learning experience I'll create is...

A story or memory I want the team to walk away with is...

Summary

This workbook is a practical guide to trust-driven leadership. It begins with why trust matters, then introduces the P.E.R.F.O.R.M. Framework — seven daily practices that turn trust from intention into action.

Each section includes:

- A clear definition of the principle.
- Reflection prompts to surface blind spots.
- A tool to help leaders put trust into practice with their team.

To ensure these practices are working, the workbook concludes with two assessments: one for leaders to reflect on their own behaviours, and one for team members to share their lived experience. Comparing the two provides insight into where trust is strong and where it needs attention.

Taken together, the intro, framework, and assessments create a complete cycle: clarity → reflection → action → feedback. This makes trust measurable, actionable, and sustainable.

People don't leave bad bosses — they leave bad leadership ecosystems. If the culture doesn't change, the problem just repeats and repeats.

Russel Lolacher

SELF ASSESSMENT

(Rate yourself 1 = Never, 5 = Always)

1 I approach one-on-ones with curiosity and follow-up.

2 I empower others with authority, not just tasks.

3 I intentionally build and maintain relationships.

4 I recognize contributions consistently and personally.

5 I model ownership and accountability.

6 I connect the work to a relatable purpose.

7 I create meaningful experiences for my team.

TEAM ASSESSMENT

(Rate: 1 = Strongly Disagree → 2 = Strongly Agree)

1 My leader listens with curiosity and follows up in one-on-ones.

2 I feel empowered to make meaningful decisions.

3 I have a strong, trusting relationship with my leader.

4 I feel valued and recognized in ways that matter to me.

5 My leader models accountability and sets clear expectations.

6 I understand how my work connects to a greater purpose.

7 Our team creates meaningful experiences together.

SELF-REFLECTION NOTES

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