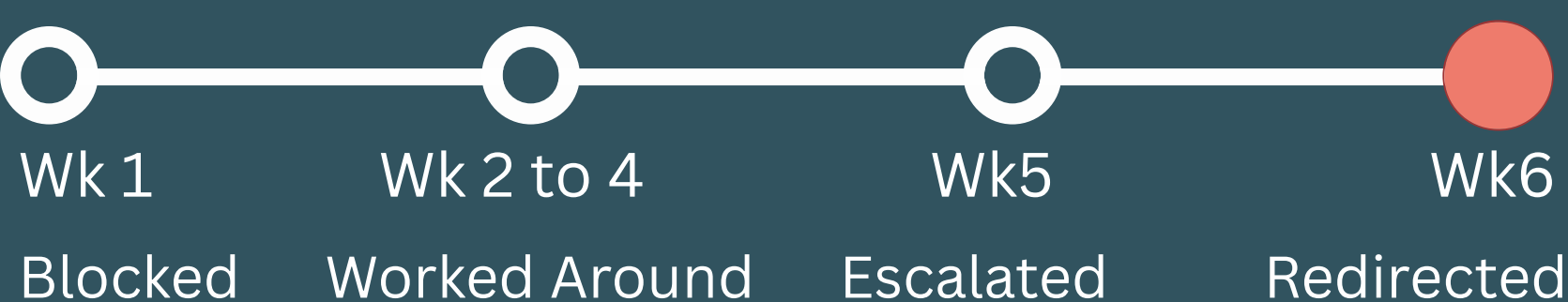


Asymmetry of Access and Trust

The Project:

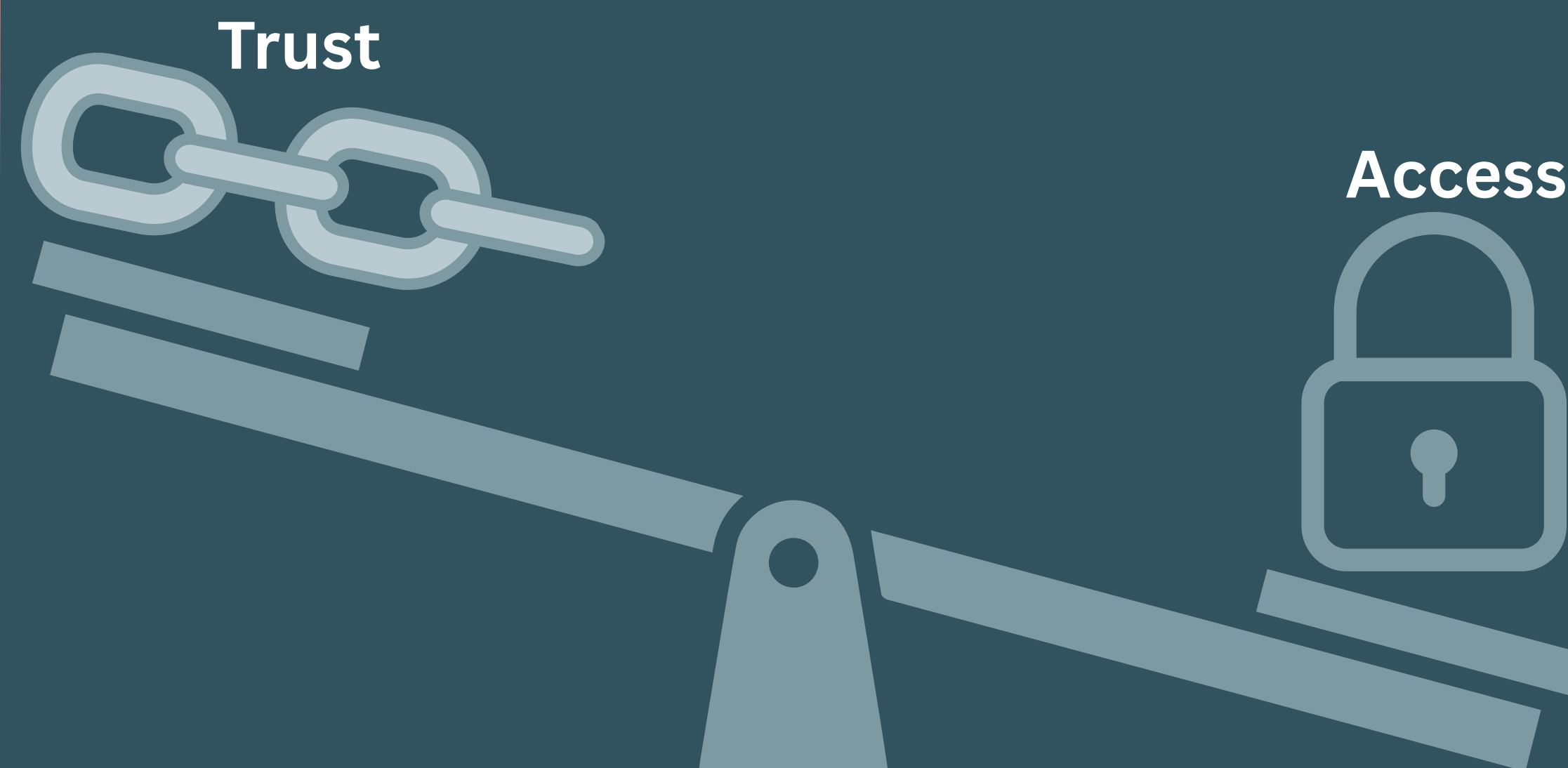
Six weeks as a volunteer project manager at St Christopher's Hospice, designing how the Board measures progress against its three-year strategy.

Timeline



How I earned trust

As a volunteer, I had to prove my value. So, the interviews were where I'm able to prove it. I prepared properly and asked questions that made executives reconsider their own framing. Some changed their answer mid-conversation.



Why access never came

Whilst I earned trust through the interviews, my main roadblock was the system itself. The data was stuck behind permissions rather than behind people, so the goodwill I had built with the executive team did not transfer into access. As a volunteer I sat low in the queue for IT and HR clearance, and even a small extract needed major sign-off. Without the data, I could not do the work I was there to do. Goodwill gained, does not move the system.

Competence buys
influence.
It does not grant access.

Jack Waring
Supervisor: Luke Whitling
Organisation: St Christopher's Hospice

Trust earned from Senior staff



Access to data, still pending



Redirection of Energy



In week five I stopped pushing for the blocked data and turned my effort into what I could control: a strategic report on how the hospice should measure its strategy, presented to the CEO. While it was not the work I set out to do, but it was work the hospice could use.

Insight and Reflections

Competence alone does not get you everything in a workplace. I think it is crucial learning to navigate the system is what gives me the opportunity to do the intended work. In the future, I will find out who holds the keys before I need them.

