

Building Trust - Knowledge Asset

Books

[Lane, C. and Bachmann, R. \(eds.\) - Trust within and between organizations: conceptual issues and empirical applications](#)

[Kramer, Roderick M. and Todd, L. Pitinsky \(eds.\) - Restoring trust in organizations and leaders: enduring challenges and emerging answers](#)

[Horsager, David - The trust edge: how top leaders gain faster results, deeper relationships, and a stronger bottom line](#)

[Elgoibar, Patricia, Euwema, Martin C., and Munduate, Lourdes \(eds.\) - Building trust and constructive conflict management in organizations](#)

[The speed of trust: the one thing that changes everything by Stephen M.R. Covey](#)

Theories of trust

Wells argues there are four types of trust: negotiated trust, conditional trust, cooperative trust and unconditional trust (Wells, 1997). Geller (Geller, 1999) describes the seven Cs of trust building: communication, caring, candour, consistency, commitment, consensus and character. Ramsey (Ramsey, 2009) sets out 10 commandments for trust building which are: keep promises; tell the truth - the whole truth; live your values; admit mistakes; be fanatic[al] about fairness; share credit and accept blame; mix and mingle; shun VIP perks; share the work and the pain; show your human side. Flinchbaugh (Flinchbaugh, 2019) sets out the four Cs of building trust: care, communication, competence and consistency

What engenders trust

- A cooperative voice (Sinetar, 1988)
- A quiet manner (Sinetar, 1988)
- Congruence (Sinetar, 1988)
- Regard for self and others (Sinetar, 1988)
- A trustworthy way of being (Sinetar, 1988)
- Perceived fairness (Deluga, 1994)
- Competence (Rogers, 1995)
- People orientation (Rogers, 1995)
- Perceived 'distributive justice.' (Kay & Hagan, 2003)
- Social integration - but some groups can be excluded from this (Kay & Hagan, 2003)
- Shared values and respect (Brashear, Boles, Bellenger, & Brooks, 2003)
- Sharing information quickly and freely (Beslin & Reddin, 2004)
- Building relationships with employees (Beslin & Reddin, 2004)
- Communicating openly and often (Beslin & Reddin, 2004)

- Having a clear and committed communications policy, strategy and processes (Beslin & Reddin, 2004)
- Initiating formal and informal communications programmes (Beslin & Reddin, 2004)
- Regularly assessing communications' effectiveness (Beslin & Reddin, 2004)
- Integrity (Sellars, 2007)
- Reliability (Sellars, 2007)
- Ability and integrity are more important than kindness (Wang & Deng, 2007)
- The suspension of opportunistic behaviour (Six, 2007)
- Individual accountability (Tseng & Yeh, 2013)
- Familiarity with team members (Tseng & Yeh, 2013)
- Commitment towards quality work (Tseng & Yeh, 2013)
- Team cohesion (Tseng & Yeh, 2013)
- More shared leadership (Drescher, Korsgaard, Welpe, Picot, & Wigand, 2014)
- Having a more attractive face! (Zhao, Zhou, Shi, & Zhang, 2015)
- Openness to vulnerability (Ferrell & Kline, 2018)

Benefits of trust

- It lowers transaction costs (Doney, Cannon, & Mullen, 1998)
- It facilitates inter-organisational relationships (Doney et al., 1998)
- It enhances manager-subordinate relationships (Doney et al., 1998)
- It reduces employee turnover (Leonard, 2001)
- It improves job satisfaction (Brashear et al., 2003)
- It increases organisational commitment (Brashear et al., 2003)
- Klie (Klie, 2006) found that organisations which communicated effectively with employees were 19.4% more profitable
- It makes people more willing to take risks (Hatchel, 2013)

Trust can be measured by

- Individual and organisational assessments (Basso, 2004)
- Personal self-reflection (Basso, 2004)
- Supervisory observation (Basso, 2004)
- Feedback (Basso, 2004)
- Full-scale climate studies (Basso, 2004)
- 360° assessment (Basso, 2004)

The trust gap

- Managers often overestimate the amount of trust employees have in them (Ray, 1994)
- Howard (Howard, 2012) reported that in Edelman's 2012 Trust Barometer the proportion of people who said they would trust CEOs as a source of information about their company fell by 12%.
- Stephen M.R. Covey - in the Speed of Trust (see above) reported that only 51% of employees have trust and confidence in senior management; 36% of employees believed their leaders acted with honesty and integrity; 76% of employees had observed

illegal or unethical conduct on the job that, if exposed, would seriously violate the public trust. Covey recommended that trust-building forums and work groups should be open, provide feedback to leaders and employees, allow questions to be asked, and enable others to witness processes and actions in transparent, high-performance work groups. The leader should try to right the wrong and make amends. Red flags of a culture at risk are: a high turnover of employees; a high number of employee grievances; a lack of community; little opportunity for fellowship and camaraderie; work-oriented and social events have poor participation; workers aren't responsive to requests; complaints are high or have spiked significantly; strategy isn't aligned with objectives (Lampton, 2017)

Trust in virtual teams

- There can be problems with trust in virtual teams as members have fewer cues available, and less information from which to form "trusting impressions." (King, 2007)
- Other factors contributing to mistrust in virtual teams include: time-zone differences that preclude immediate responses; geographical distance; limited direct visibility of team members' work and contributions; lack of face-to-face interaction; fewer informal interaction opportunities; language and cultural differences (Ferrell & Kline, 2018)
- "Trust tokens," can be used to engender trusts. These are: expertise, recommendations, social capital, willingness to help/benevolence and validation of information (Morita & Burns, 2014)

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