

Trust ecology: Building relationships for resilient collaboration



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Trust

Willingness to accept vulnerability
in the face of uncertainty

Why do we trust?

Dispositional trust



- Are some of us more trusting than others?
- What is the baseline? Trust or distrust?

Rational trust



- Calculus-based
- Predictions of outcomes of likely behaviors
- Performance

Rational Trust

- Consistent performance
- Keeping promises
- Being good at what we do



Affinitive trust



“You had me at hello.”

- Emotional connections
- Assumptions of similar values
- Shared positive experience
- Response to charisma

Affinitive trust

- Active listening, responsiveness, and explicit caring
- Social interaction
- Exposing shared values

“Most people do not listen with the intent to understand; they listen with the intent to reply.”

- Stephen R. Covey

Systems-based trust



“There’s no safer place than Gringott’s.”
- Rubeus Hagrid

- Trust in procedures or the system to protect us
- Lessens the need for interpersonal trust

Trust-limiting systems

- Coercive
- Culture of enforcement
- Binding contracts

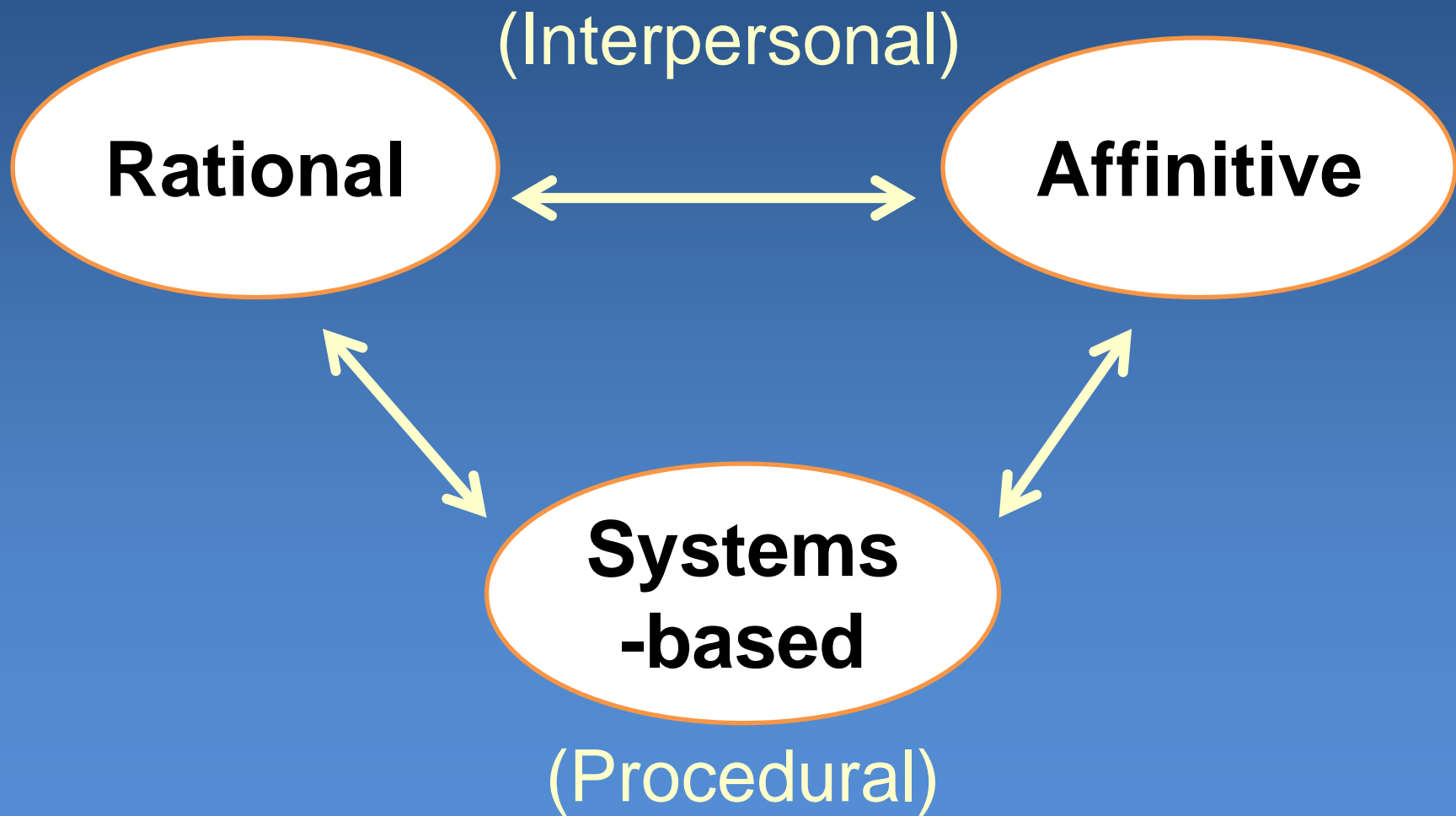


Trust-building systems

- Jointly developed and maintained
- Transparent procedures
- Shared criteria for evaluation
- Graduated sanctions
- Protect dissent



Thinking like an ecosystem



Interest-based negotiation

- Win-win solutions
- Interests vs. positions
- Attack the problem, not people
- Establish mutually agreed upon criteria for evaluating potential outcomes

Rational

Affinitive

Systems-based



Actionable trust

- **Rational trust**
 - Enhancing perceptions of performance
 - Consistency and follow-through
- **Affinitive trust**
 - Exposing similarities
 - Interests, not positions
 - Shared experiences
- **Systems-based trust**
 - Creating a protective system
 - Transparency
 - Agreed upon processes and criteria for evaluation

Key takeaways

- Don't just play defense!
- Trust ecology (rational, affinitive, and systems-based trust)
 - Creating and holding commitments
 - Respectful and honest deliberation
 - Empowerment and safety
- Authentic engagement
 - Humility and humanity



Thank you

Tomorrow's "Collaborative Operations" session:
11:00am

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