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

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

“You had me at hello.”
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

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

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

Rational

(Interpersonal)

Affinitive

Systems -based

(Procedural)
Interest-based negotiation

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