Effective Trust Management

An Evidence-based Practitioner’s Guideline on how to Enable Stakeholders’ Trust in Institutions

Trust Decline, Low Trust Distrust ?!
and Trust Management

Trus

• “… is the willingness to be vulnerable, based on positive expectations”.
• “… is one’s willingness to surrender”.

Distrust

• “… is the unwillingness to accept vulnerability, based on pervasive negative perceptions and expectations of the other’s motives, intentions, or behaviors”.
• … is NOT the opposite of trust
• … equals watchfulness, vigilance & skepticism
• … is self-amplifying
• … is reciprocated and spread quickly

Where Do We Start?

Anchors for Trust and Distrust Management

Trust

• … is multi-referent
• … is multidimensional
e.g. Ability, Benevolence, Integrity, Reliability, Consistency
• … is dependent on the relationship quality and context

Distrust

• … has different antecedents
e.g. value incongruence, emotions of malevolence, anger, fear
• … leads to distinct outcomes
e.g. paranoia, no self-disclosure, self-amplifying cycle

© Simon D. Schafheitle
simondaniel.schafheitle@unisg.ch
How to...?
Triggers & Targets for Effective Trust Building

- Transparency
- Dismissal of Troublemakers
- Institutions
- Third Party Mediator

Trust Removal

Interpersonal Trust Building

- Communication (Values & Norms)
- Corporate Reputation
- Reliability
- Cooperative History
- Actively Dare Trust, i.e. Specific Investments
- Legal Frameworks, "Good Practice" & Certification

- Benevolence
- Identification
- Technical Competence
- Transparency
- Managerial Competence

- Benevolence
- Identification
- Technical Competence

- "Representing the Institutional System"
- Logical coherence of all structural properties: "Make it "safe", stable and authentic!"
- "Go beyond pure compliance!"

- High Trust Relationships build up Corporate Trust Culture!

- Interorganizational Trust Building

- Interorganizational Trust Building

- Process-based Trust Building
- Trait-based Trust Building
- Institution-based Trust Building

- Personal Disposition to Trust & "Idea of Man"
- "Taken for Granted"
- "We trust, that's the way we do it!"
- Heuristics
- Motivation
- Trust Expectations

- "Good Faith Leaders"
- "Rules of Thumb"
- "It's fun to trust!"

- A Vital Trust Culture attracts Trustors!

- Organizational Control Systems
- Organizational Prestige
- Involvement & Participation
- Perceived Value Congruence
- Interactive Fairness
- Procedural Fairness

- © Simon D. Schafheitle | simondaniel.schafheitle@unisg.ch | FAA-HSG | www.faa.unisg.ch

Weibel, Schafheitle, Osterloh, 2017
Weibel, Sachs, Schafheitle & Laude, 2016
Meier et al., 2016; Bachman & Inkpen, 2011
Schafheitle, Weibel, Wember & Leuffen, 2013
Pirson & Malhotra, 2011
Pirson, 2017
Kroeger, 2017