

Effective Trust Management

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



Trust Decline, Low Trust and Distrust ?!

and Trust Management



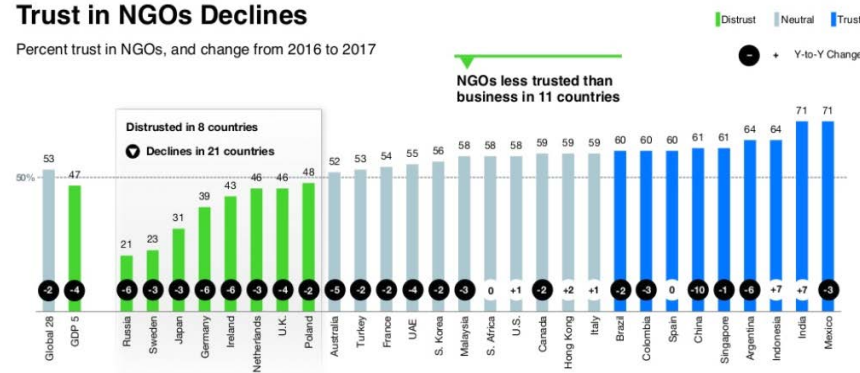
Where Do We Start ?



Anchors for Trust and Distrust Management

Trust in NGOs Declines

Percent trust in NGOs, and change from 2016 to 2017

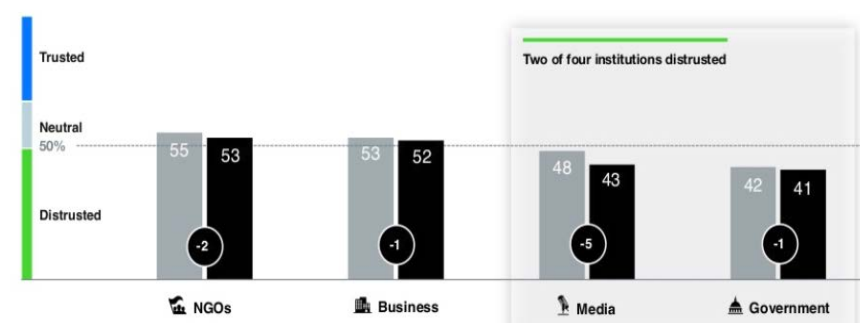
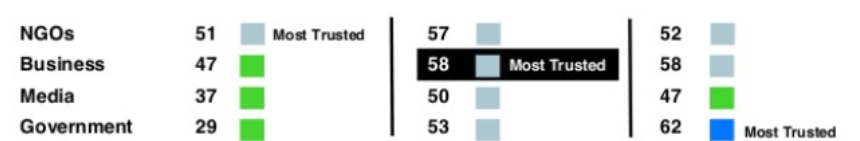


NGOs less trusted than business in 11 countries

Among those who believe the System is Failing: Uncertain

Among those who are Uncertain: Most Trusted

Among those who believe the System is Working: Most Trusted



(Edelman Trust Barometer, 2017)

Trust

- „ ... 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

(Rousseau, Sitkin, Burt & Camerer, 1998; Dimoka, 2010; Bijlsma, Sitkin & Weibel, 2015; Weibel, Sachs, Schafheitle & Laude, 2016; Weibel, Schafheitle, Osterloh, 2017)

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

(Pirson & Malhotra, 2011; Giddens, 2013; Bijlsma-Frankema, Sitkin & Weibel, 2015; Weibel, Sachs, Schafheitle & Laude, 2016)

How to...?

Triggers & Targets for Effective Trust Building

Transparency

Dismissal of Troublemakers

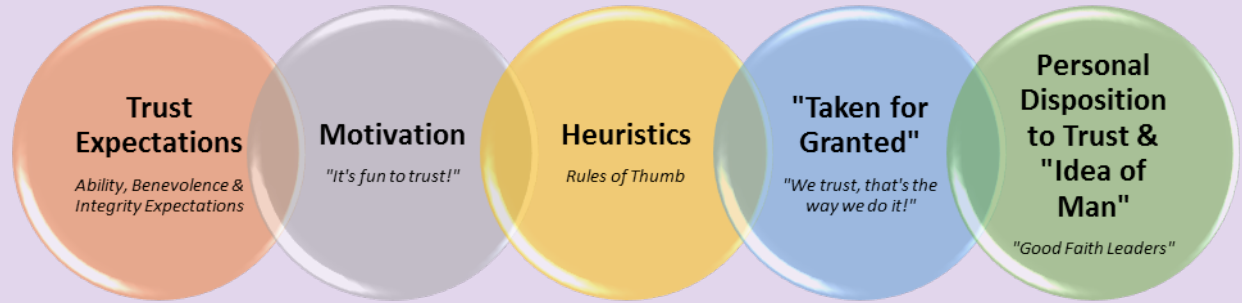
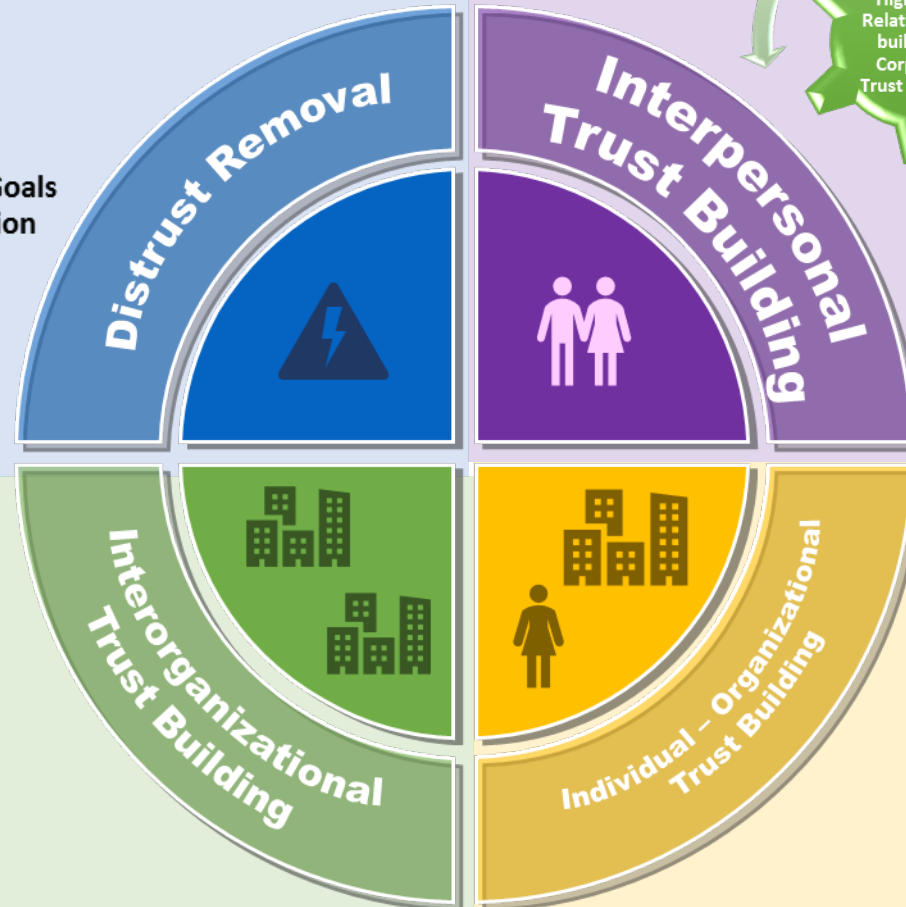
Strict Rule Guidance

Institutions

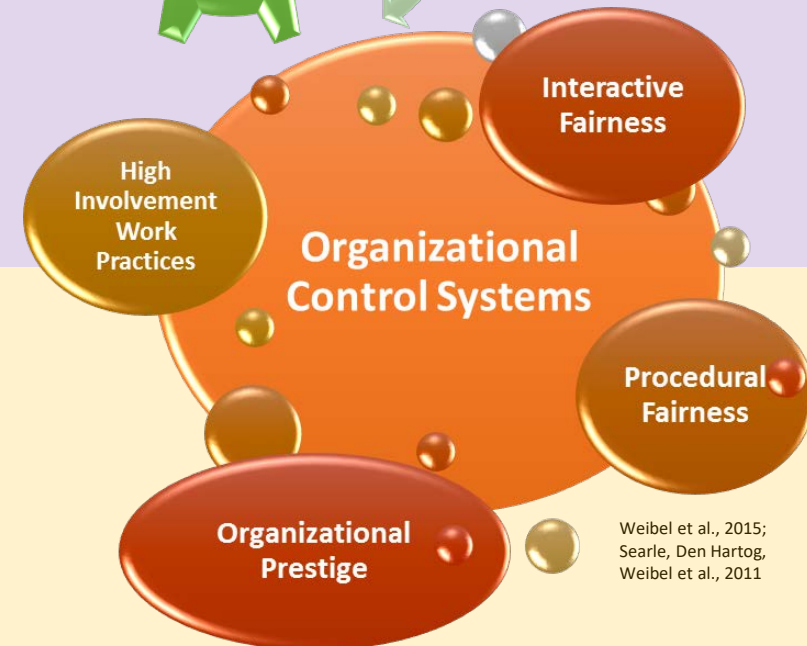
Common Goals Recognition

Third Party Mediator

Weibel, Sachs, Schafheitle & Laude, 2016



Weibel, Schafheitle, Osterloh, 2017

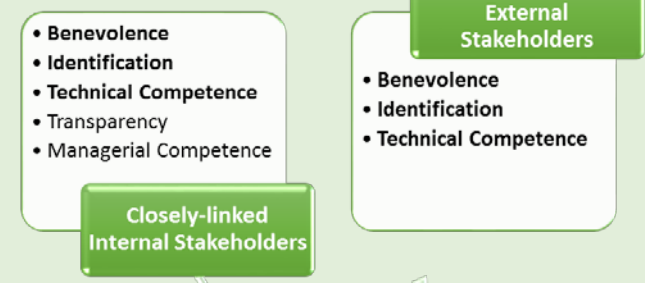


Weibel et al., 2015; Searle, Den Hartog, Weibel et al., 2011

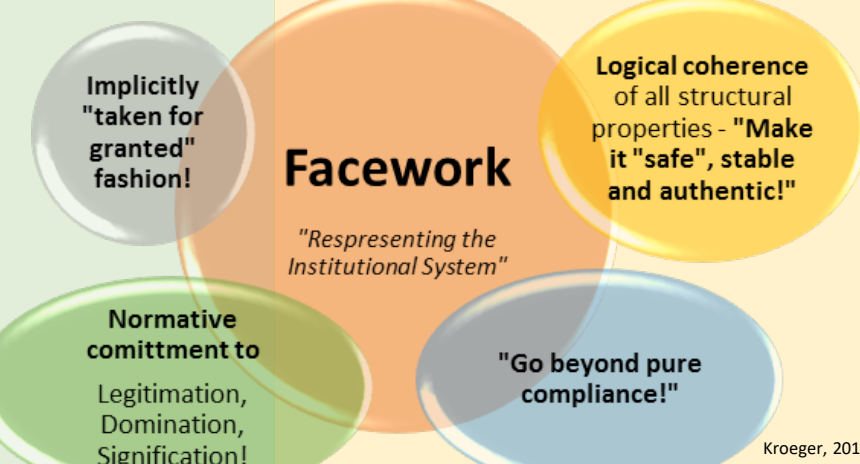


Meier et al., 2016; Bachman & Inkpen, 2011

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



Pirson & Malhotra, 2011



Kroeger, 2017



Schafheitle, Weibel, Wember & Leuffen, 2013