# WHY TRUST IS A MUST WITHIN ORGANISATIONS

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# Changes in World of Work (Society?)

1950's 1960's 1970's 1980's 1990's 2000's 2010's

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# Whom do we Trust?

# Our Politicians – States people

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# But also .....

# How About.....

BBC

amazon

Coca-Cola

ULSTER Rugby

facebook

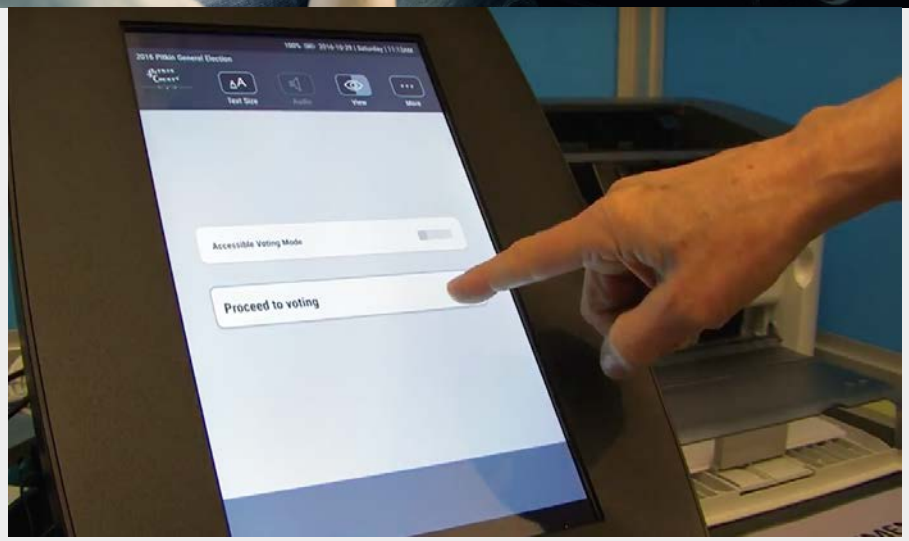
Santander

Google

ALDI

Volkswagen

# TRUST in MACHINES.....

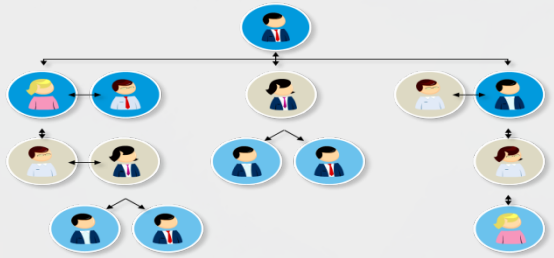


# Why is TRUST Important ?

APA -2017

Colquitt et al., (2007)

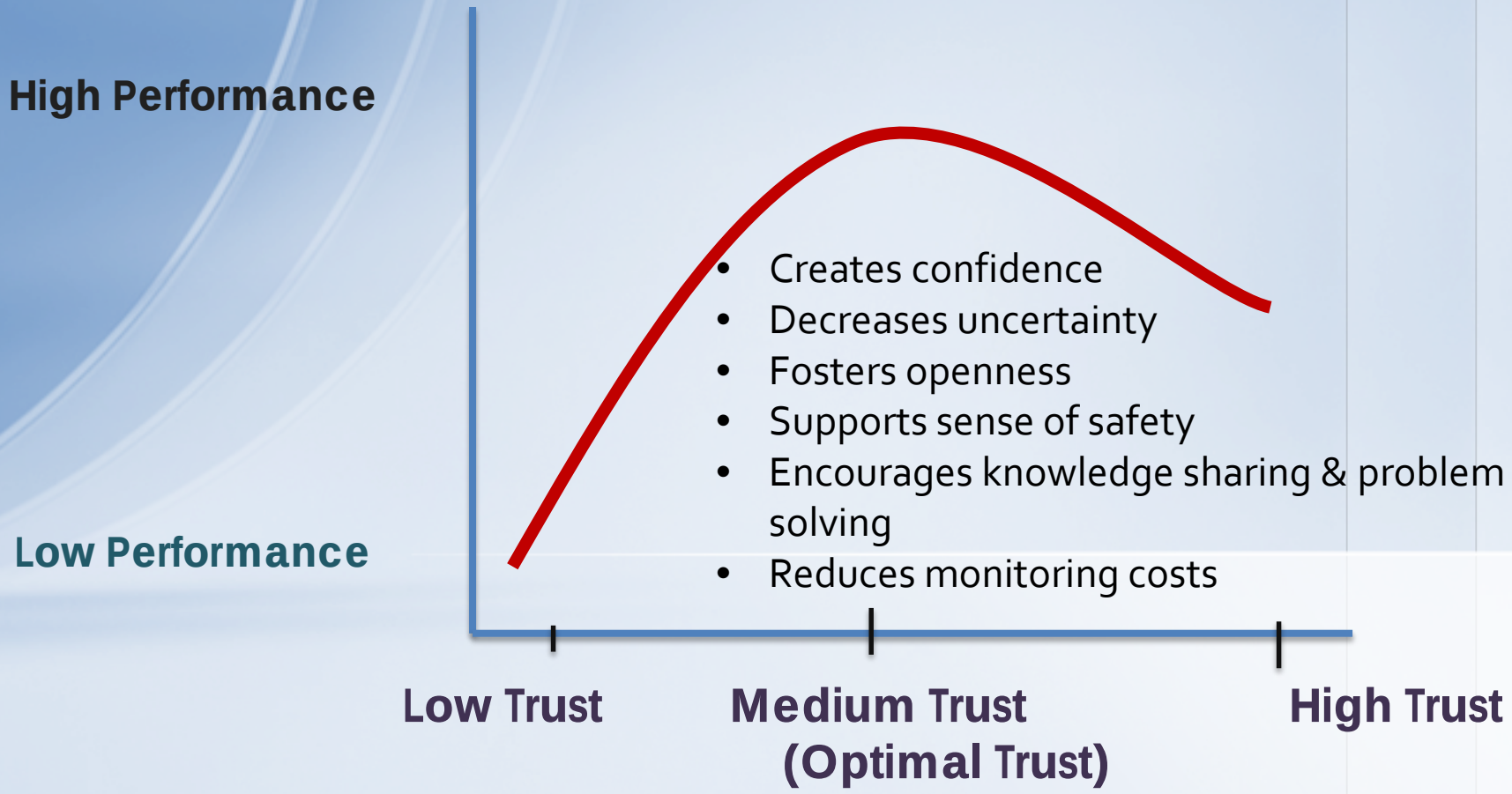
# TRUST IN WORK COLLEAGUES



- Identification
- Commitment to Supervisor
- Psychological Safety

(Chughtai & Buckley, 2009; 2011; 2012)

# High Trust is not the panacea

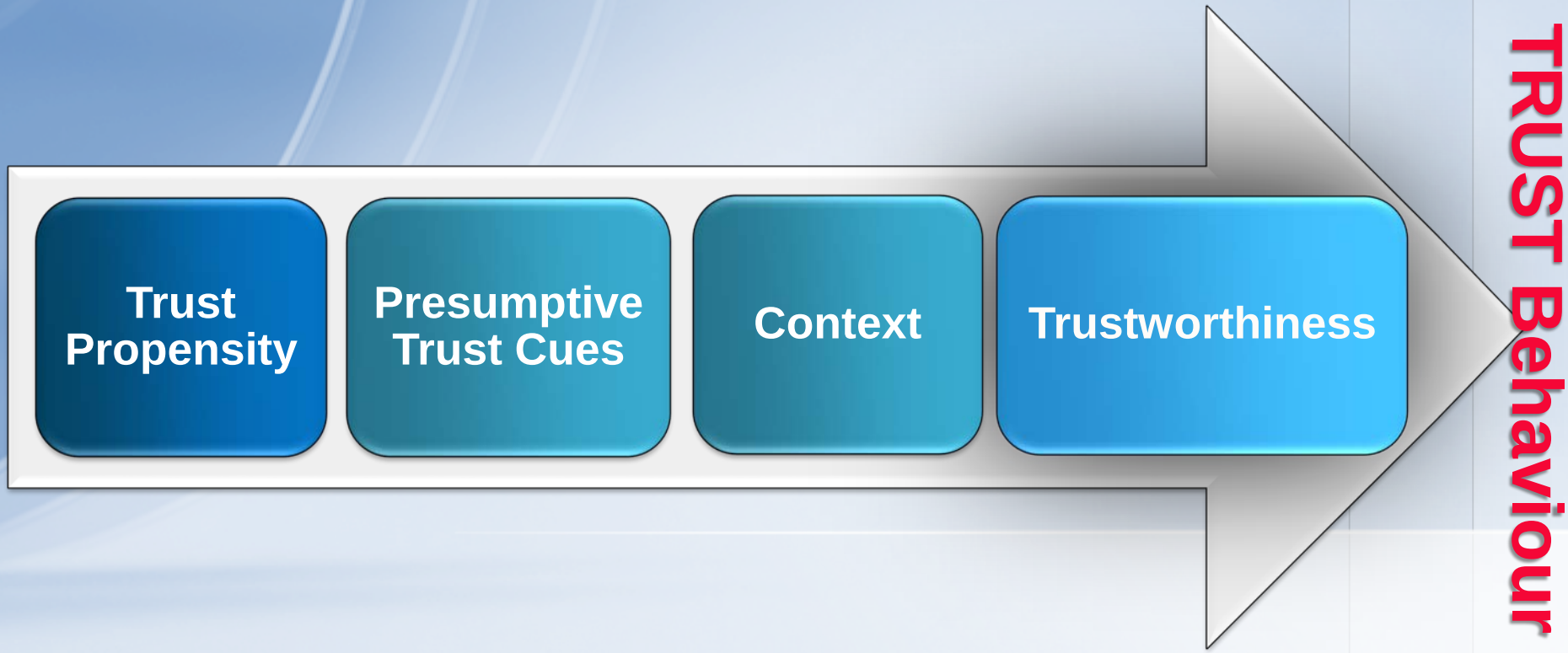


# The Dark Side of Trust

*Trusting without evidence or consideration*

- Blind Acceptance (e.g. traditional nurse role to doctors decisions)
- Groupthink (strong relational bonds and values)
- Accepted Culture – “this is how we do things here……”

# Trust as a Combination of Factors



# Trust Propensity

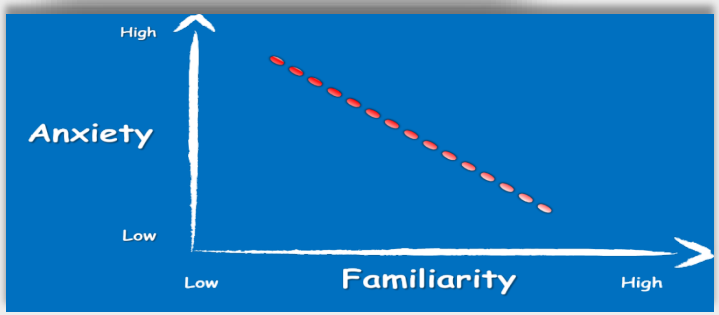
Presumptive Trust Cues

# What else influences our Decision to Trust ?

- Similarity

- Power – Role

- Familiarity



# Some Recent Research on Environment cues & Trust

- **Situational Normality**—the degree to which the setting appears customary, with everything in proper order.

- **Situational Aesthetics**— the degree to which the setting has a pleasing and attractive appearance.

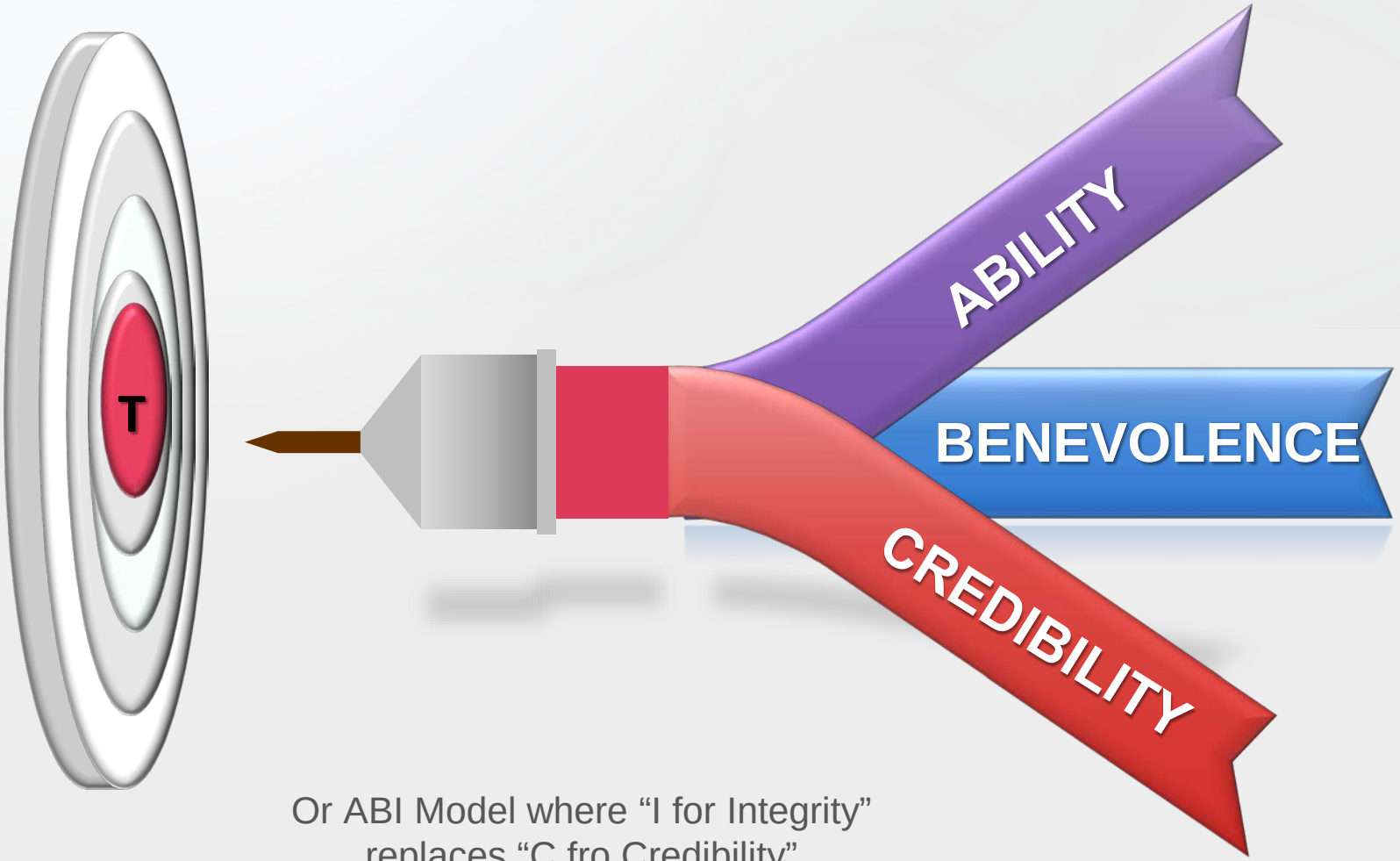
Source:

Baer, van der Werff, Colquitt, Rodell, Zipay & Buckley (2017). *Academy of Management Journal.*

Trustworthiness

# HOW WE ASSESS TRUSTWORTHINESS

## The **ABC** - Model




Or ABI Model where “I for Integrity”
replaces “C fro Credibility”

How can I Transmit Ability Cues ?

How can I Transmit Benevolence

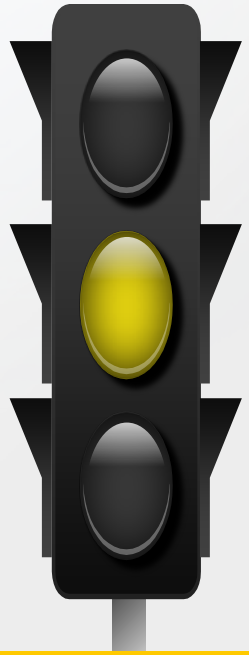
How can I Transmit Credibility/Integrity Cues ?

Trustworthiness

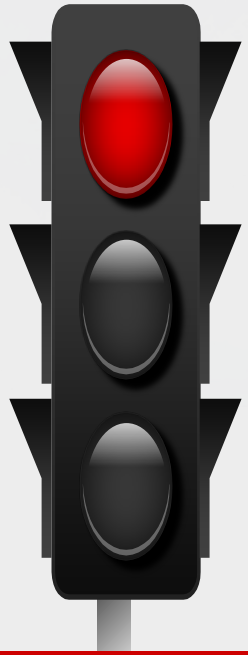
# Trust – The Process of Trusting

## "The Tipping Point Perspective"

- Expectations being met
-Low levels of Regulation



- Cues that warrant Attention
- Change (context, person,.. )
- Potential Tipping Point



- Danger/Threat
- Process (regulate)
- Breach
- Revision

# TRUST BREACH - Can it be mended?

# WHICH TRUSTWORTHINESS FACET WAS EFFECTED ?

- COMPETENCE – ABILITY ?
- BENEVOLENCE ?
- INTEGRITY – CREDIBILITY ?

## Personal –Internal

- *Apology*
- *Admission*
- *Explanation*
- *Penance*
- *Behaviour*

## External Control

- *Training*
- *Monitoring*
- *Structures*
- *Third party*
- *Punishments*

Volkswagen

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# Thank You

Feel Free to Contact me


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