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Key points...

- **Political work remains in the shadows**
- **Trust lies at the heart of political work**
- **Trust is hard won and easily lost**
 - More effort is needed to understand and enable excellence in political work.

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A Crisis of Trust?

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Politics is 'Bad' Machiavellian - self-interested - back-stabbing

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Trust implies vulnerability –
it means giving power away

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Can I trust this person?

- Do they share my values - will they act in my interests?
- Are they competent to do so?



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Political Working & Trust



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How do you make power sharing work?

Having reported to direct rule ministers for many years **it took us a while to build up trust that we were an impartial service not only willing but capable of delivering good advice and good service to ministers of whatever party.**

Civil servants provide advice and evidence to support and facilitate decision-making - we do everything we can short of developing policy.

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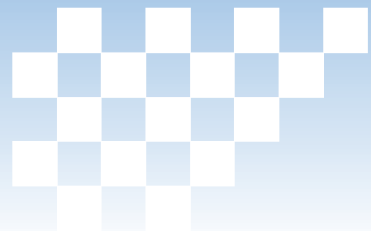


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I&DeA
improvement and development agency

the political skills framework
a councillor's toolkit

Created by Professor Jo Silvester for
the Improvement and Development Agency



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Conservative Party	Liberal Democrat Party	Local Government*
Communication Skills	Communicating Vision	-----
Leading and Motivating	(-----)	-----
Intellectual Skills	Analytical Skills	Analytical Skills
Resilience and Drive	Resilience	Resilience
Relating to People	Relating to Others	Relating to Others
----	Representing	Representing
Political Conviction	Values in Action	-----
----	-----	Politicking (Integrity)

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Political Work & Trust in Parliament

- 2014 Governance Review called for a unified culture in HoC
- Change programme
 - *'What are our values?'*
 - *'Which do we want to keep and which do we need to change?'*
- Culture clash
- Clerks & professionals

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Clerks

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“There’s a lot of really smart people here, it’s like quantum physics – there’s a tendency to overanalyse and think about all the different possibilities. And the outcomes are talked about and discussed, and we speculate on things which don’t necessarily need thinking about. We talk about risks that don’t necessarily need talking about, so it’s an over engineering of the problems.” (Manager)

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Clerks

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“Fundamentally, a clerkly mind-set does not lend itself to project management, agile software development, strategic thinking, any of that. It’s a fundamental weakness because a lot of their work is about scrutiny, so immediately diving into the smallest level of detail to ensure that everything is absolutely correct.”

(Manager)

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Clerks

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“A lot of the time there isn’t a perfect answer to a lot of things, so you discuss them and reach what you hope is the best answer in the circumstances. And then whatever your views, you want to make sure that that is the joint view because there’s nothing worse than putting forward views that people can get undermined.”

(Clerk)

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Service

- Efficiency
- Responsive to needs
- Parity of service
- **Openness**

Respect

- Values Others
- Considerate
- Fair

Integrity

- Honesty
- Impartiality
- **Discretion**
- **Courage**

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Responsibility

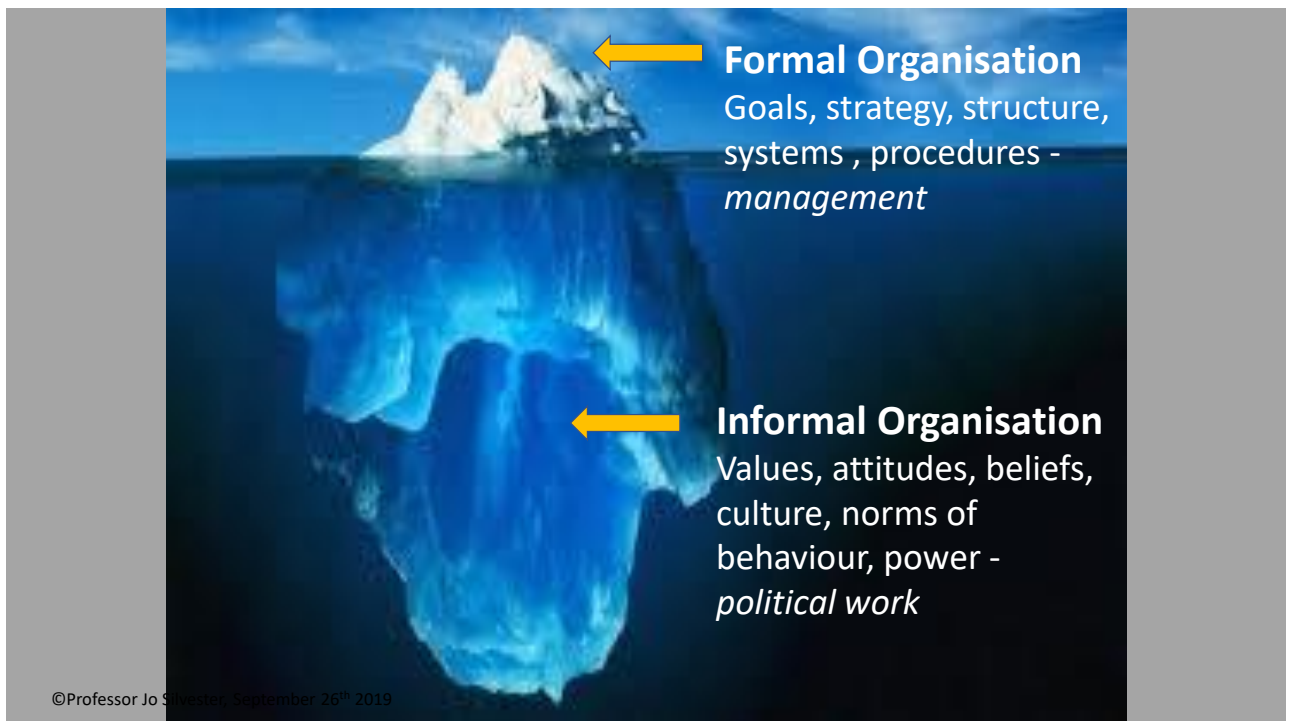
- Engaged
- Accountable
- Public Servant
- Development

Collaboration

- Helping
- Cross-Area Working
- **Sharing**
- Different Perspectives



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Leadership & Trust in Political Environments

British Psychological Society N. Ireland

Chief Executives forum


Stormont Hotel 26th Sept. 2019

Prof. Rosalind Searle PhD., FBPS, Chartered Psychol (occupational)




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Where does trust fit in



The diagram consists of three colored boxes: a red box on the left with a fingerprint icon and the word "Identity"; a green box in the middle with an icon of two people in a physical struggle and the word "Commitment"; and a purple box on the right with a coin icon that says "Trust" and the word "Trust". A large, light-colored double-headed arrow labeled "Psychological Attachment" spans across the bottom of all three boxes.

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What is trust?

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Trust in essence.....



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Adam Smith Business School

What is trust?



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TRUST

a 'willingness to be vulnerable to the actions of another party based on the positive expectations that the other will act beneficially, or at least not inflict harm, irrespective of any monitoring or control mechanism' (Mayer et al, 1995; Rousseau et al, 1998)

TRUST

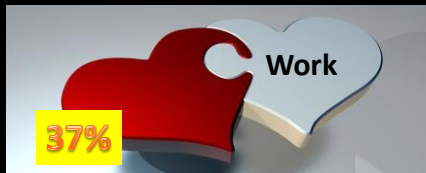
pervasive negative expectations of the motives, intentions or actions of others (Bijlsma-Frankema et al. 2015)

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Trust dividends



Participation in decisions



More co-operative



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When a company is distrusted

57% will believe negative information after hearing it 1-2 times

15% will believe positive information after hearing it 1-2 times

When a company is trusted

51% will believe positive information after hearing it 1-2 times

25% will believe negative information after hearing it 1-2 times

Edelman Trust barometer 2011

Low trust

Low Distrust?

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Understanding trust in org

Searle 2014

University of Glasgow
Adam Smith Business School

Externals trust in the organisation

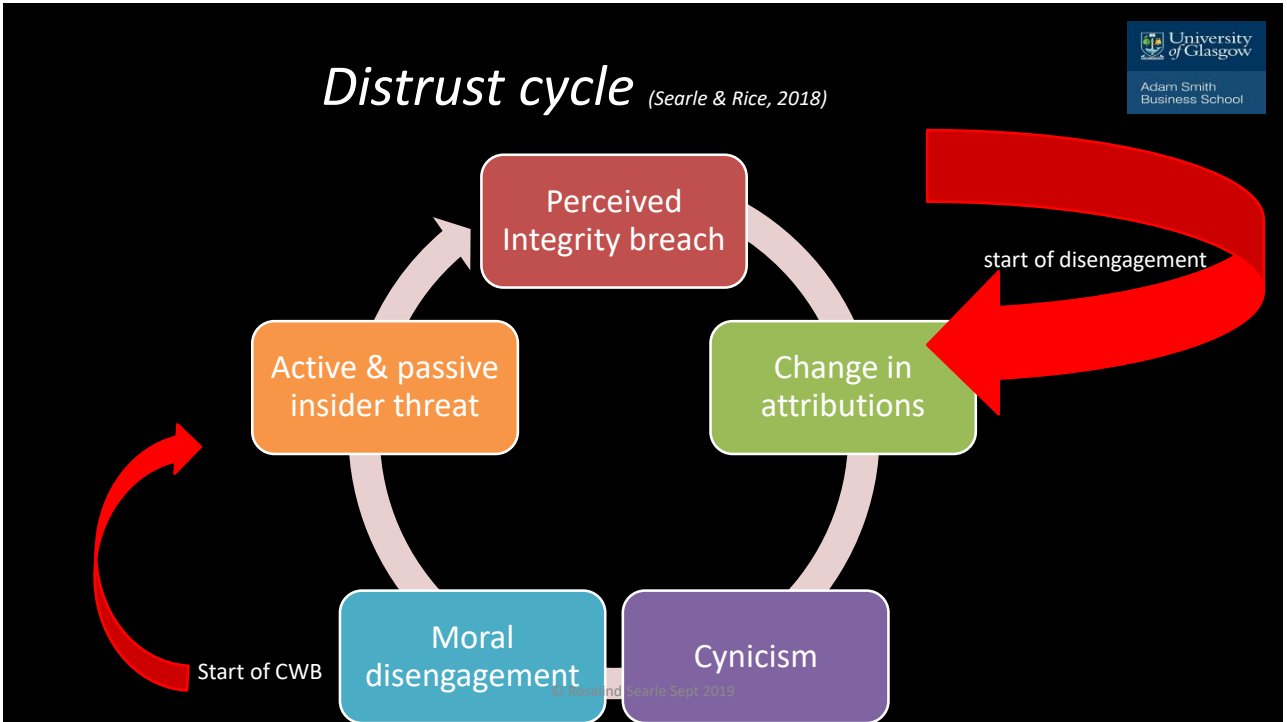
Internals trust in the wider context

- The public,
- customers,
- competitors

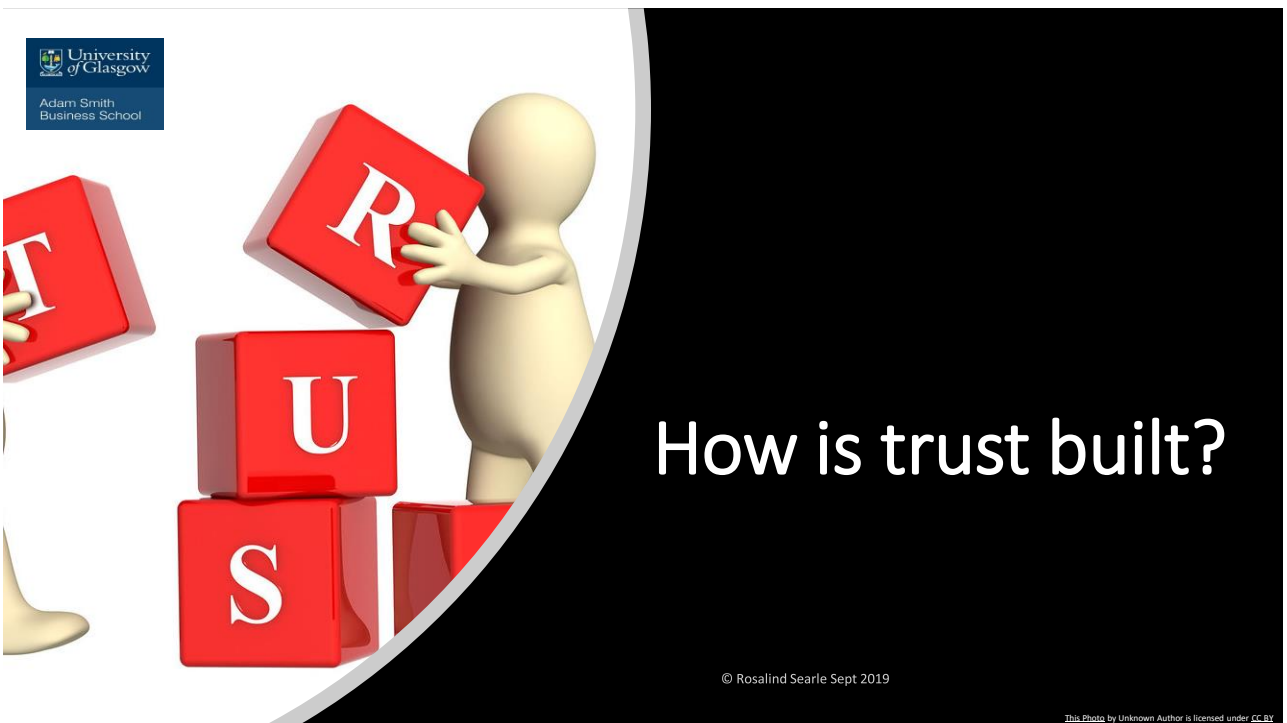
Internals trust in the organisation

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Confidence in...



Cognitive- based -
Track record/ Reputation
Dependability, Reliability,
Professionalism
Weak trust – derived from predictability

**Impact =
Certainty**



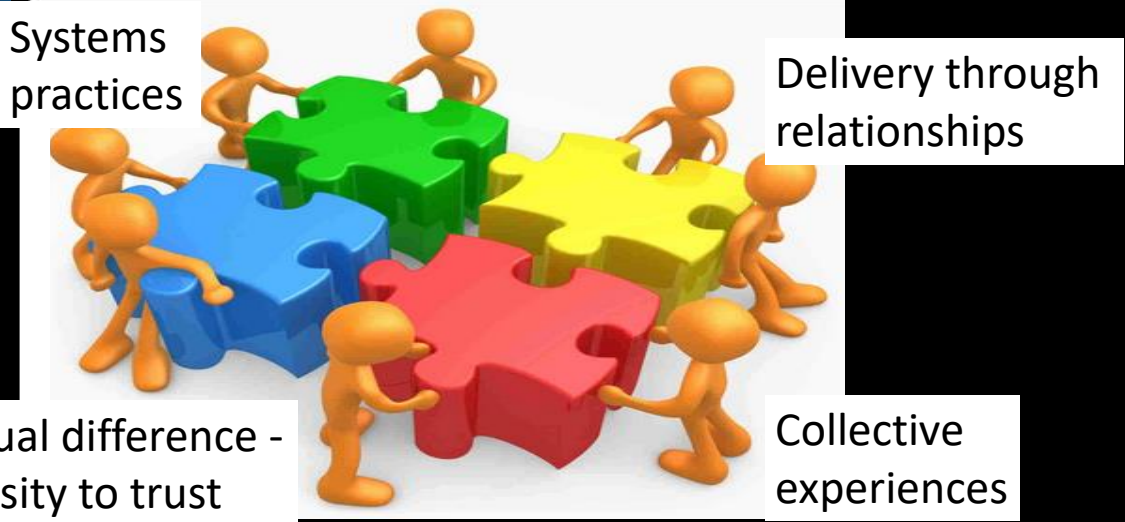
Affect-based
Emotional investment,
Genuine care & concern
Stronger trust – belief in other's goodwill – discount
occasional expectation violations

**Impact =
Resilience, Reduce Wariness**

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Understanding trust in org Searle 2014



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Trust and Human Resource Management

T'ain't What You Do (It's the Way That You Do It) Searle et al 2011

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graph LR
    A[Procedural Fairness] --> B[HRM]
    B --> C[Org trustworthiness]
    C --> D[High trust in Org]
  
```

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What type of control matters?

Weibel, et al. 2015

- **Input controls**
 - Degree & variety of core knowledge, skills & experiences and attitudes" of workers (Cardinal 2001:22) WLP Searle & Patent (2012) – training interventions & standards "trusted to look after Grannie test"
- **Output controls**
 - Clear performance expectations
 - Employees can navigate and determine their "destiny"
- **Process controls**
 - Clear, well-defined standards & monitoring of the adherence to such standards.
 - Controls inherent to organisation's reliability & integrity
- **Normative control**
 - Sanctions & punishments for those who deviate

X Over control

X Inconsistent control

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Re-Building Trust

Gustafsson, Gillespie, Searle & Hope-Hailey (forthcoming)

1. **Cognitive Bridging** – from the past to the future - helping staff cope with uncertainty by developing a shared understanding of the need for change and developing positive associations towards the future – future vision
 2. **Emotional embodying** - prioritizing emotions triggered by disruption & heightened vulnerability – Creating spaces to share, work through & shift emotions
 3. **Inclusive enacting** – participation in decision – voice & agency to reduce vulnerability & enhance confidence
- **Organisation's trust repertoire** – Social processes and structures, symbols, stories and rituals, formed through (past) interactions and exchanges.
 - **Leaders understanding their role** during times of disruption – as guardians, protectors and stewards of the org



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TRUST



Trusting others

Feeling trusted



"Actors engaged in reciprocal exchanges trust their partners more, evaluate them more positively, & feel more committed to them than actors engaged in negotiated exchanges".
Molm et al 2009

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Take homes

- Trusting is based on experiences
- Controls complement trust
- Two sided – trusting & being trusted
- Change doesn't have to be trust reducing or decrease public service motivation
- Fair processes matter for current & future trust
- Care and respect matter & build trust
- Building a trust bank through open communication



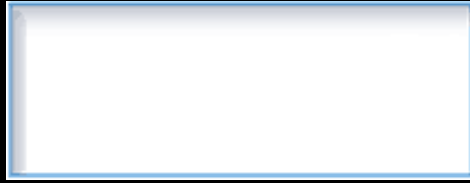
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Trust arrives on foot

- But leaves on horse back
- What are trust levels like in your organisation?



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Thank you & any questions...

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