Building Trust in Organizations

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Improving Human Performance on the Grid
Workshop

27 March 2012

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Goals

- Enhance your understanding of the concept of trust, the factors that influence its development, and its links to leadership through evidence-based research.

- Apply an empirically-based trust development model to analyze a video case study.

- Apply an empirically-based trust development model to create action plans to enhance trust within your organization

WHAT IS TRUST?

WHY IS TRUST IMPORTANT TO LEADERS?

1. Influences the character of all interpersonal relationships.

2. Enhances one's ability to exercise influence.

3. Allows you to harness your team's full potential for innovation and development.

4. Sustains and enhances the loyalty of outside constituents.

THE "I-ROC" TRUST DEVELOPMENT MODEL

Georgia Gwinnett COLLEGE

Individual Credibility: The Foundation

Relationships Matter

Organization: Sets the Climate

Context Influences

THE "I-ROC" TRUST DEVELOPMENT MODEL

Individual Credibility is the Foundation

* **Competence**
    - domain and organization knowledge
    - decision-making ability and judgment
    - stress management skills
    - social skills

* **Character**
    - honest in word and deed
    - courage (moral)
    - consistent moral and ethical behavior (integrity)

* **Caring**
    - loyalty
    - selflessness--committed to people and the organization

From: Sweeney, P.J., Thompson, V. D., & Blanton, H. (2009). Trust and influence in combat: An interdependence model. Journal of Applied Social Psychology, 39, 1, pp. 235-264.

THE "I-ROC" TRUST DEVELOPMENT MODEL

Relationships Matter

- **Mutual respect and concern**

- **Open communications**

- **Cooperative interdependence to achieve common purpose and goals**

- **Willingness to trust and empower others**

From: Sweeney, P.J., Thompson, V. D., & Blanton, H. (2009). Trust and influence in combat: An interdependence model. Journal of Applied Social Psychology, 39, 1, pp. 235-264.

The 4 I's of Transformational Leadership (Burns, Bass, & Avolio)

Idealized Influence:
Strong role models who respect, empower, support, and **treat group members as valued teammates.**

Individual Consideration:
Leaders who create a supportive climate, get to know followers, listen to individual needs, **develop members both as workers and people**, and put their interests before your own.

Inspirational Motivation:
Leaders who communicate a compelling vision, high expectations, and how members' **work has purpose**, meaning, and contributes to the greater good.

Intellectual Stimulation:
Leaders who challenge members with missions or to think outside the box / view the world from a different perspective. **Provide opportunities to let them use their initiative and creativity**.

THE "I-ROC" TRUST DEVELOPMENT MODEL

Organization Sets the Climate

* Shared values, beliefs, norms, and goals (culture)

GGC Values
Leadership	Service
Scholarship	Creativity
Respect	Integrity

Your Organization's Values?

* Structure (roles), practices, policies, procedures, & systems

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Context Influences Dependencies & Organization Systems

* Changes nature of dependencies and needs

  -importance of credibility attributes

  -knowledge, skills, & abilities (KSAs)

* Check culture, structure, practices, policies, procedures, and systems

  -culture support primary operating context

  -facilitate the development of trust in primary operating context

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THE **"I-ROC"** TRUST DEVELOPMENT MODEL

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Individual Credibility

* Competence

* Character

* Care

Organization Sets the Climate

* Shared values, beliefs, norms, & goals

* Structure, practices, policies, & procedures

Relationships Matter

* Respect and concern

* Open communications

* Cooperative interdependence

* Trust & empower others

Context Influences

* Dependencies

* KSAs (competencies)

* Character & Care

"Soldiers first have to trust you to follow you. Following a leader and following orders are two different things. If they trust you and believe in you, there is nothing they will not do for you." -Second Lieutenant, Infantry Fire Support Officer, Qayyarah West Airbase, Iraq

"Trust to me deals a lot with leadership. The more I trust a leader, the more I allow him to influence me." –Specialist, Artillery Computer Operator, Mosul, Iraq

"The development of influence is largely a function of the development of trust." -John Gabarro, Study of Company Presidents

Positive Outcomes Linked to Trust

-Greater willingness to **accept influence**

-Enhances **motivation** to complete responsibilities

-Encourages **innovation** and **growth**

-Bonds a collection of individuals into a **team**

-Increases **job satisfaction**

-Fosters **organizational commitment**

-Enhances **PERFORMANCE**

From: Dirks, K. & Ferrin, D. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology, 87 (4)*, 611-628.

TAKE-AWAY POINTS

Trust allows you to exercise impactful leadership

Competence, character, and caring are the foundations which trust is built

Invest to build positive, empowering relationships

Leverage and align the culture and systems of your organization to foster the development of trust

Context impacts dependencies and importance placed on competence, character, caring, knowledge, skills, & abilities

Questions?