Up, Down & Sideways
Approaches to Building Trust and Dispelling Distrust

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Creating change through Trust-based Relationships
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October 20, 2017
Road Map

• Why trust?

• Myth of Trust

• Why so hard?

• Case: Trust and Relational Coordination
My Path to Trust and RCRC
My Expectations

Social Network
What I expected

- Doctors (Attending)
- Nurses
- Social Workers
- Lab technicians
- Doctors (Residents)
- Physical therapists
- Nurses
- Doctors (Attending)
What I experienced...

“variably close friends, foes, and acquaintances” – Burt and Knez (1996)
Cylinders of Excellence

Doctors (Residents)

Doctors (Attending)

Nurses

Nurses

Social Workers

Lab technicians

Doctors (Residents)

Doctors (Attending)
Distrust

OR

Trust

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Why Trust?

1. Decreased Monitoring Needs
2. Flexible Responding
3. Knowledge Sharing
• **Relational Coordination**

• Frequent, Timely, Accurate, Problem Solving Communication
• Shared Goals
• **Shared Knowledge**
• Mutual Respect
Where does Trust Fit?

Trust and Relational Coordination are reinforcing

- Constructing and Maintaining Trust
- Relational Coordination
  - Frequent
  - Timely
  - Accurate
  - Problem Solving
  - Communication
  - Shared Goals
  - Shared Knowledge
  - Mutual Respect
What is Trust?

- **Interpersonal Trust** – The willingness to rely on another's actions in a situation that involves vulnerability, e.g., risk of opportunism or harm (Mayer et al., 1995; Zand, 1972)

**Trustworthiness**
- Benevolence
- Integrity
- Competence
Myth

People are Trustworthy.

1. Trustworthy people will never harm me.

2. People won’t trust me if I harm them.
In ongoing work relationships, people will disappoint one another.

• People *will* fail to act as you expected.
The Social Construction of Trustworthiness
Constructing Trust

Trustworthiness is co-constructed in relation to one another.

• It is how relational partners interpret and understand instances of harm and unmet expectations that form the foundation of ongoing trust-based relationships.
Set in Stone?

- Trustworthiness
  - Benevolence
  - Integrity
  - Competence
The missing piece:

Interpersonal Understanding
Perspective Taking

• Improves Communication (Mead, 1934; Blumer, 1969; Krauss & Fussell, 1991)

• Builds trust (Williams, 2016)

• Helps repair trust (Williams, 2012)

• Decreases Stereotyping (Ku, Wang & Galinsky, 2015)

• Makes others feel understood (Williams, 2017; current research)
Perspective Taking

• The cognitive process of imagining a situation from another person’s point of view.
  • Thoughts
  • Feelings
  • Appraisals (of personal impact)
The Missing Part

**Perspective Doing**

- The behavioral process of acting based on your understanding of another person’s point of view
Perspective Analysis: The Missing Process

- Perspective Taking
- Reflection
- Perspective Doing
- Feeling Understood
Received Perspective Taking in the Face of Contempt for Leaders

By My Colleagues:
Don Kluemper, University of Illinois-Chicago
Siting Wang*, University of Illinois-Chicago
Robert Barrett*, University of Iowa
Methods

- **Sample:** 243 dyads from a large organization in the mid-Western US
  - Hierarchical methods were used non-interdependence of supervisory ratings
  - 243, dyads
  - 43% male
  - 89% of White/Caucasian.
  - Mean age was 42 (S.D. = 16).
  - Average tenure, 7 years (S.D. = 8)
  - Average tenure with their current supervisor, 4 years (S.D. = 5).
- **Control variables:** Subordinate’s cognitive perspective taking, agreeableness, tenure, gender, job level
Trust and Received Perspective Taking

Received Perspective taking (feeling understood) was

• Positively related to
  • Trust in Leader
  • Leader-member Exchange
  • Task Performance

• And negatively related to
  • Counterproductive behaviors
What about understanding in the face of a lack of mutual respect?
Results: Moderating Role of Contempt

“‘I’ll show them!’”

Received Perspective
Taking

Low Contempt for leader

High Contempt for leader

Task Performance

Low

High
How have you dealt with Shared Goals **without** Mutual Respect in your Organizations?

2 minute-Think-Pair-Share
Case Building Trust and RC

• Qualitative

• 2 programs (8-11 week, full-time business incubator programs)
• Over 2 years (2 cohorts each)
• 2 additional programs
• 10 companies per incubator program (60 companies)
• Over 300 hours of observation
• Interviews
Trust in Business Incubators
“Sellit took a huge weight off my shoulders as a founder. Whether it was helping with the website or editing the term sheet for investors, each member of Sellit brings extremely useful skills that helped alleviate a lot of the insane pressure that comes with startups.”

— G. Brown, Founder of BrightSpot (Sellit ‘15)
Trust in Business Incubators

![Diagram showing relationships between X-board, Sellit, and Builddit]

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Relational Coordination in Entrepreneurial Ecosystems
Participants built Trust

sideways within cylinders

unknown to leaders
discouraged by leaders
built across cylinders
built sideways within cylinders
Participants built Trust

- Sideways within cylinders
- Sideways across cylinders, discouraged by leaders
Participants built **Trust**

- sideways within cylinders
- sideways across cylinders discouraged by leaders
- sideways across cylinders unknown to leaders
Participants built Trust

- sideways within cylinders
- sideways across cylinders discouraged by leaders
- sideways across cylinders unknown to leaders
Leaders
Leader Reflection was Key

Leveraged
- Trust-based relationships
- Shared goals
- Mutual respect

Created
- Formal rules
- Informal opportunities
Leaders built Trust

**Downward**
- within their cylinder of excellence

**Across**
- cylinders that they controlled

**Across**
- those led by trusted others.

**But blocked**
- trusting relationships across
How are Leaders and Employees breaking down barriers and building trusting relationships in your organization?

2 minute: Think-Pair-Share
The Social Construction of Trust

• Fight the Myth

• Learn to Understand others: Perspective Analysis

• Reflection reinforces understanding, trust and the ability to build structures that foster collaboration.
  • Reflect on Perspective of others
  • Reflect on Process (with an outsider)
Thank you!

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Relational model of organizational change

Relational Coordination
- Frequent
- Timely
- Accurate
- Problem Solving
- Communication

Shared Goals
- Shared Knowledge
- Mutual Respect

Structural Interventions
- Select & Train for Teamwork
- Shared Accountability & Rewards
- Shared Conflict Resolution
- Boundary Spanner Roles
- Relational Job Design
- Shared Meetings/Huddles
- Shared Protocols
- Shared Information Systems

Performance Outcomes
- Quality & Safety
- Efficiency & Finance
- Client Engagement
- Worker Engagement
- Learning & Innovation

Relational Interventions
- Create Safe Space
- Relational Assessment
- Humble Inquiry/Coaching

Work Process Interventions
- Assess Current State
- Identify Desired State
- Experiment to Close the Gap