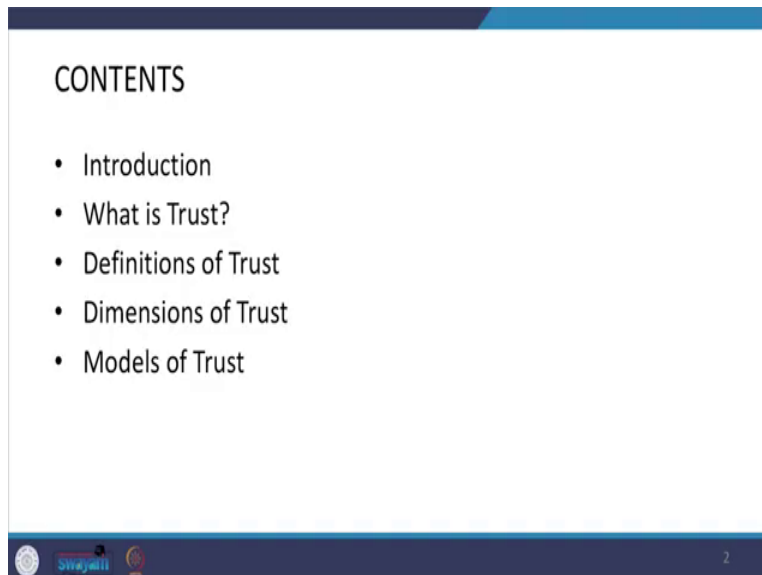


Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
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Lecture 11
Trust - I

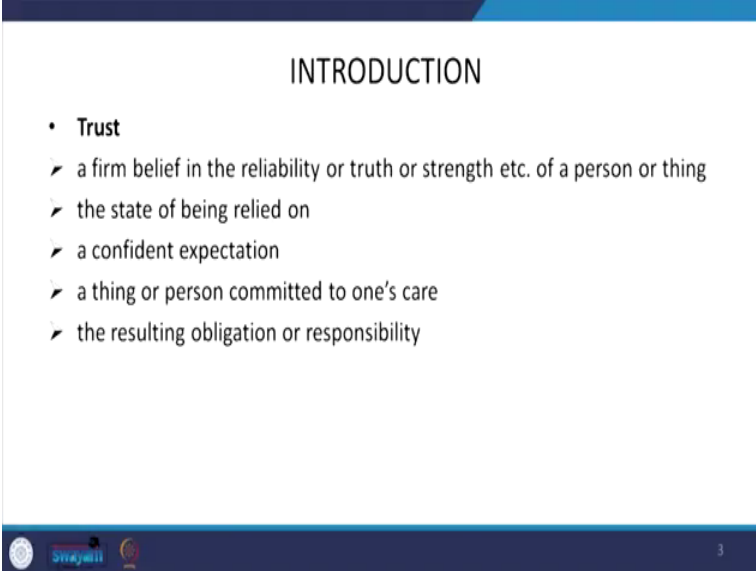
So, in this session I will discuss about the trust, that is the what is the trust and how to build the trust amongst the others. And then what are the characteristics of the trust and parameters of the trusts are there.

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So, I will first have the introduction, then what is the trust, then definition of trust, dimensions of trust, models of trust that I will discussing.

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INTRODUCTION

- **Trust**
 - a firm belief in the reliability or truth or strength etc. of a person or thing
 - the state of being relied on
 - a confident expectation
 - a thing or person committed to one's care
 - the resulting obligation or responsibility

SVKM's

A firm belief in this trust is the is reliability or truth or strength of a person or thing. So, therefore the trust is a belief basically, when you have the strong belief in someone, right? About the reliability and truth of the strength that is the yes, whatever he says that will be always true, then therefore, more is the belief of the truth, more is the belief of the reliability, and then in that case, you will have that particular trust.

The state of being relied on, so, therefore in the trust the another a very important characteristic that is, that is the person he is having this particular feeling that is the he has to rely on the particular person. So, the reliance on that particular another person is very high, so, we will say yes, there is a high trust is there. A confident expectation, and this is very very important, that is whenever we talk about the expectations, the individual will have the expectation from others and then he is confident that my expectation will be fulfilled. So, a friend in need his friend indeed.

So, therefore in that case, whenever I will need my friend and my friend will come and that is the trust. So, therefore that becomes a very beautiful example for that is the another dimension of the trust, and that is the confidence. So, we find that is the reliability is there, right? That is the truth is there truth or strength is there, then the believe and then the confident expectation is there or a thing a person committed to one's care. So, therefore you find like a child a, child always having the trust on parents because he knows that is the parents will care. So, therefore they have to take

care and they will take care of me and this type of the trust is there and therefore, in that case you find that is a child is having the trust in the parents.

The resulting obligation or responsibility, and when you believe because as I mentioned, that it is a belief, it is a state of mind. And if the state of mind and belief is there, and then resulting obligation or responsibility. So, there definitely you can have that is the more and more high reliability more and more is obligations, more and more is on the responsibility fulfilment of the responsibility by the others is there, then definitely there will be the trust. Then why one should have a trust?

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IMPORTANCE OF TRUST

<p>“... in low trust groups, interpersonal relationships interfere with and distort perceptions of the problem.</p> <p>Energy and creativity are diverted from finding comprehensive, realistic solutions, and members use the problem as an instrument to minimize their vulnerability. In contrast, in high trust groups there is less socially generated uncertainty and problems are solved more effectively.”</p> <p style="text-align: right;">– Professor Dale Zand, 1972</p>	<p>“Under conditions of high trust, problem solving tends to be creative and productive. Under conditions of low trust, problem solving tends to be degenerative and ineffective.”</p> <p style="text-align: right;">– R. Wayne Boss, 1977 Harvard Business Review,</p>
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– NYU

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Is that necessary to have a trust, in low trust groups interpersonal relationships interfere with and distort perceptions of the problems. So, therefore this will very dangerous for the organization. If there is no trust there is no high trust, so, when the people are interacting with other and especially with the low group low size group is there, then definitely it will be distort the perception of the problem is there or suppose there are the two members are there in a department and then they are having the low trust, right?

Then definitely then department’s performance that will go down. Energy and creativity are diverted from finding comprehensive, realistic solutions and members use the problem as an

instrument to minimizing their vulnerability. In contrast in high trust groups there is less socially generated uncertainty and problems are solved more effectively.

So, therefore if there is a high level of the trust, then the energy and creativity are diverted, right? So, therefore please always we have to ensure at the workplace that if you are having the high trust, there will be realistic solutions, there will be a high level of energy and there will be more creativity will be there. In contrast in high trust groups there is less socially generated uncertainty and problems are solved more effectively.

And therefore if there is a low trust, right? Then there will be more problems, but in contrast if the high trust groups are there, there will be less socially generated uncertainty and problems are solved more effectively. In the under conditions of the high trust problem solving tends to be creative and productive.

As we have seen if there is a low, low trust, is there, so, amongst that members then that particular department section or organisation will not be able to solve the problems more effectively and therefore, but under the conditions at the high trust, they will be able to solve that and tends to creative and productive more creative more productive.

They will try to find out the solutions to the problems and they will come out with the solutions. Under conditions of low trust, problem solving tends to be degenerative and ineffective. So, therefore in the under conditions of the low trust is there, then the problem will not be solved rather than it will be degenerative and ineffective and you will not be able to solve the problem.

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IMPORTANCE OF TRUST

“... in low trust groups, interpersonal relationships interfere with and distort perceptions of the problem.

Energy and creativity are diverted from finding comprehensive, realistic solutions, and members use the problem as an instrument to minimize their vulnerability. In contrast, in high trust groups there is less socially generated uncertainty and problems are solved more effectively.”

– Professor Dale Zand, 1972

“Under conditions of high trust, problem solving tends to be creative and productive. Under conditions of low trust, problem solving tends to be degenerative and ineffective.”

– R. Wayne Boss, 1977
Harvard Business Review,

– NYU

So, in another effect of the trust is trust, creates a reservoir of goodwill that helps reserve the relationship. So, therefore whenever you are creating the goodwill you are having the high relationships is there, which preserve the relationship when, as will inevitably happen one party engages in an act that its partner considers destructive.

So, therefore if the partner consider destructive, then in that case because of the high trust is there a good reservoir of the goodwill and that will be developed in spite of the distraction is there. The most productive people are the most trusting people, it is also have been found, that is those who are the more productive, they are more trusting also. If this seems to be an astonishing statement, it shows how distorted in the concept of trust has become. Trust is one of the most essential qualities of human relationships, without it all human interactions all commerce also society would disappear.

And therefore in that case, if there is no trust, there can be no more productivity. If you increase the productivity, if you want to build the society, if you want to build the nation, if you want to work globally, then definitely you have to keep the high trust with the each other. But academically we will see now that is how the trust has been defined.

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DEFINITIONS OF TRUST	
Author	Definition
Erickson	Interpersonal trust as a general belief in the goodness of others
Deutsch	Trust increased vulnerability of self to another.
McAllister	Interpersonal trust as a degree to which an individual is positive and able to believe in the words, actions, and decisions of others. The trust is based on the two broad dimensions of cognition-based trust and affect-based trust. Cognition-based trust is built on self-perception and self-interest while the affect-based trust in emotional bond between the individuals.
Vanhala et al.	Interpersonal trust at the workplace by stating that it is the positive expectations of an employee about the competence, benevolence and reliability of other employee.

Erickson has defined the trust as a, interpersonal trust is general belief in the goodness of others. So, normally it is a trust a belief of the other person and in in in his goodness that is the yes, he is the good person. Deutsch has been defined the trust as the, trust increase vulnerability of the self to another. So, therefore in that case if you trust yourself, then definitely you will have the quality to trust others.

McAllister has defined interpersonal trust as a degree to which an individual's positive and able to believe in the words action and decisions of others. So, therefore in that case, that is the according to McAllister, it is the same definition where the he has talked about, that it is a belief, belief in what? Belief in the words, belief in the actions and in the decisions of others.

So, if you have belief in the others words, whatever he is said that will be done, so that is a trust. If you believe that is that this person's actions will definitely the positive for the organization, that is also a trust. And if you believe that is decisions will be favour in the employees, favour of the overall organisations, then definitely then that will be also an example of trust.

And the trust is based on the two broad dimensions of cognition-based trust and affect-based trust. Cognition trust is built on self-perception and self-interest, while the affect-based trust in emotional bond between the individuals is there. So, according to McAllister there are two types

of trust, one is a cognitive based trust and the other one is the self-self-interest based trust is there.

So, affect-based trust is definitely is having the more emotional bond between the individuals as compare to cognitive is there, because of cognitive on self-persistence self-interest they are required to be the while more affecting the best trust emotional bond between the individuals. Vanhala et al, they have given the another definition of the trust, they talked about interpersonal trust at the workplace by stating that, it is the positive expectations of an employee as you started with that trust, trust is an expectation. Expectations in the actions of the another person, of an employee about the competence, benevolence and reliability of other employee.

So, definitely this is the one degree more, because they are not only having the belief in the competence only, but they have the belief in the benevolence and the reliability of the other employee also.

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Dimensions of Trust given by Vanhala et al. (2016) :

Dimensions	Definitions
Competence based trust	The competence-based form of trust refers to belief in skills and abilities of the co-workers that they can solve the problems and will bring the anticipated outcomes
Benevolence based trust	Benevolence based trust is defined as the belief in the intentions of another that he or she will exceed or sacrifice the egocentric profit motive and will have genuine concern and care for the another
Reliability based trust	Reliability-based trust is defined as the belief in the words, actions, and behavior of another that he or she will tell the truth, behave consistently and predictably, keeping their promises and expectations fulfilled

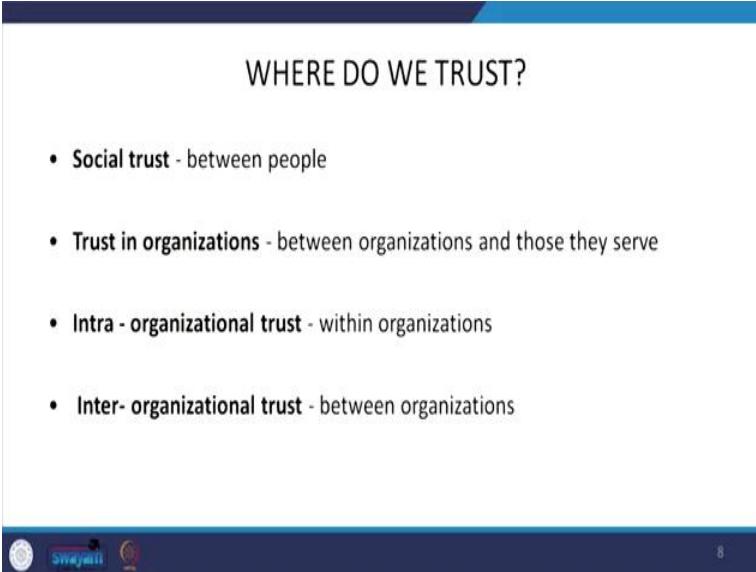
Competence based trust, the competence based trust form of trust refers to belief in skills and abilities of the co-workers. So if we believe that is the co-worker they can solve the any problem and will bring the anticipated outcomes, so therefore, we will say that, why they will bring the results? Because they are having that their belief is there, that is they are having the skills and abilities to do the job.

And when you this type of belief, that is the skills and abilities of an individual to do the job then that will be called the trust among the our competence based. Benevolence based trust is defined as a belief in the intentions of another that he or she will exceed or sacrifice the egocentric profit motive and will have genuine concern and care for the another. So, therefore in that case it is the belief of the intention of the another person, that is the whatever is expected, right? That is that will exceed or sacrifice, normally person any human being will not have that sacrifice.

But when we have the benevolence of trust, so he has exceeded, so that particular person has exceeded there is about the sacrifice the egocentric profit that was the motive will of genuine concern and care for the another. Reliability based trust is there, reliability based trust is defined as the belief in the words, actions and behaviour of another that he or she will tell the truth, behave consistently and predictably keeping their promises and expectations fulfilled.

And therefore in that case, in the reliability based trust, this becomes a very very important that is the person will be have the truth and behave consistently and predictably in the amongst the each other.

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WHERE DO WE TRUST?

- **Social trust** - between people
- **Trust in organizations** - between organizations and those they serve
- **Intra - organizational trust** - within organizations
- **Inter- organizational trust** - between organizations

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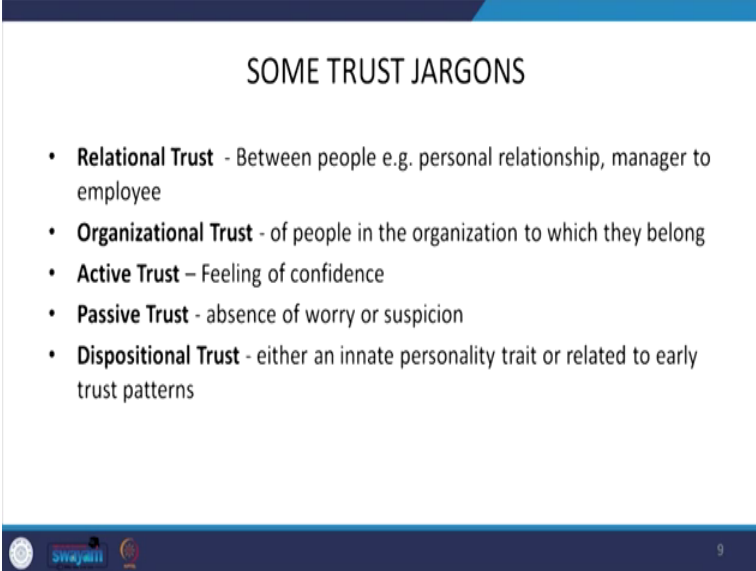
Now, where do we have the trust? We have the social trust between the people, trust in the organizations trust intra-organizational trust and inter-organizational trust, we will take one by

one. Social trust, social trust will be between the people, whenever the people in the society, when they have the trust for each other, then definitely in that case they will find that is the social trust in this society is very high. Trust in the organization, between the organizations and those they serve organizations.

So therefore, in that case, it becomes very important, that is the between the inter organizational trust is there, that is between the organizations they are many organizations and one organization, maybe the dependent on another organization, for example, the vendors a supply chain, and therefore, in that case the one organization believes that is the his production will not be affected, because he has the another organization and another organization is providing the all the supply materials in time.

So that is the intra-organizational trust is already there, and therefore, they will have this particular trust, it is called the inter-organizational trust. Then, there will be intra-organizational trust, intra-organizational trust is within the organizations. There are different departments, there are different sections, there are different people. And the trust between the two departments, trust between the two employees and that is very high, then we will say they are having the intra-organizational trust and intra-organizational trust very strong.

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SOME TRUST JARGONS

- **Relational Trust** - Between people e.g. personal relationship, manager to employee
- **Organizational Trust** - of people in the organization to which they belong
- **Active Trust** – Feeling of confidence
- **Passive Trust** - absence of worry or suspicion
- **Dispositional Trust** - either an innate personality trait or related to early trust patterns

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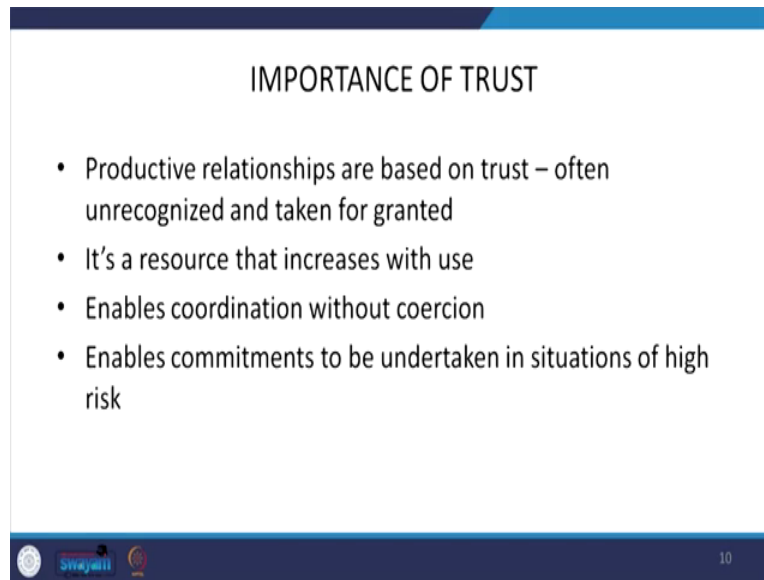
Now I would like to mention about the certain jargons in the case of the trust, like a relational trust between the people, example personal relationship manager to employee relationship. So there can be a type of trust where the personal relationship trust is there and at workplace also manager and employee relationship is there. So that particular manager and employees relationship that will be also having the relational trust. Organizational trust will be, people in the organization to which they belong, and therefore in that case, they have trust in the organization, like many times we find that is organization is unstable and organization is economic condition is not favourable, but in that case also the employees believe that this organization will not separate us.

It will not terminate our jobs, why? Because there is a trust. So, therefore organizational trust is there, the trust is built by the organization. Active trust is there, feeling of confidence is there, so many people, they are having this type of the trust that is a feeling of confidence and they will have the active trust is there.

Passive trust is there, absence of worry or suspicion. So therefore, in that case it becomes very very important, that is the there is no worry, no suspicion. So therefore, that will be have the passive trust and therefore even they do not remember them, but in the case whenever there will be the any need immediately they will able to recall.

And therefore, this is the absence of a worry and suspension is there. Dispositional trust, either an innate a personality trait or related to early to trust pattern. And therefore, Dispositional trust will be there. So innate personality trait will be there and therefore they will be able to build that particular trust and this type of trust there will call the dispositional trust is there.

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So why these variable is becoming important. These variable is becoming important because it is the productive relationships are based on trust, often unrecognized and taken for granted is there. So therefore, we have to understand that is the whenever we are talking about the results in the organizations, what is required, is productive relationships are require based on the trust.

So therefore, if there is a productive relationship is there positive association is there among the members, then definitely they will have that particular positive trust is there. It is a resource that increases with use and therefore, in that case it is having the multiple effects. It is used as a resource also.

And therefore, when you have the trust as a resource is it is increased with the more use, for example more assignments will be given, more responsibilities will be given, and when more assignments and responsibilities will be given, then definitely in that case they will be the increase in that particular resource of trust.

So, trust is like an investment, when you make the trust, you get more trust. Enables coordination without coercion and because people trust you, so, your job will be easier because you will be able to enable the coordinate and therefore without any opposition any coercion any negative observation or comments, you will be able to develop that particular trust.

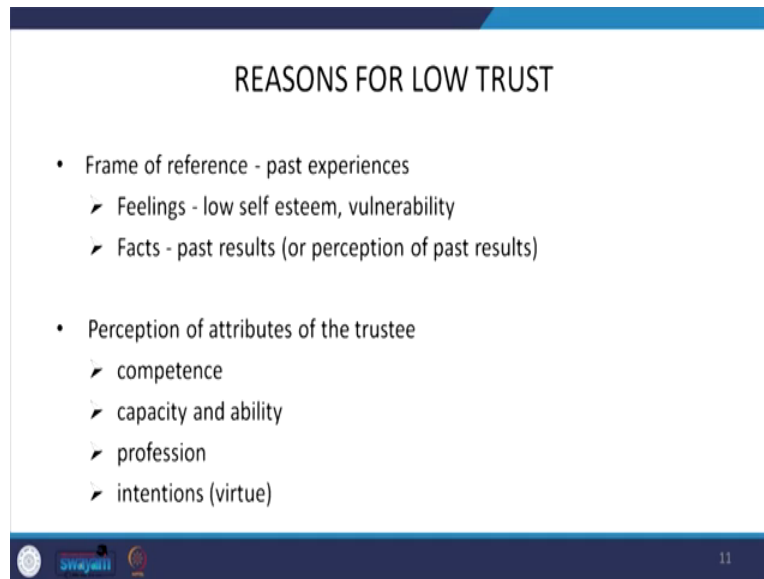
So, that trust enables us to do our jobs more effectively. So, whenever we are at the workplace we have to develop the trust, trust for others and trust for ourselves so therefore others can believe in believe in us. So, what is important? That is enabling coordination? Enabling coordination created by created by the enabling conditions, enabling conditions are favourable conditions, support, interaction, making others happy.

So that enables coordination means it can be done with the this particular within the organization. Enables commitments to be undertaken in situations of high risk. So therefore, there may be the commitments to be, what happens if you have more and more trust, so that commitment level will be also high, it will raise is it will grow.

And the reason is that is the you will having the more confidence in others. So what is important? The importance of the trust is, productive relationships are based on the trust, often unrecognized and taken for granted that is that you should not be there. And therefore it is a but it is a resource which will having the multiple effects and you can increase this particular resource, enables coordination without coercion.

So, therefore in that case it is the able to coordinate and not there is no coercion and enables commitments to be undertaken in situations of high risk.

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Reason for low trust, frame of reference is that past expenses, feelings, low self-esteem and vulnerability is there. So therefore in that case if the feeling is low self-esteem, if the one employee is having the low self-esteem, then definitely in that case he will not be able to have the high level of trust. And then there will be the low level of trust within the organization.

If this is so, as I mention higher the trust higher is a productivity, but if the low is trust low will be the productivity and therefore at the workplace, if this type of environment is there where there is no trust among the employees then definitely it will be having the low self-esteem and therefore it will be vulnerable. Facts are there, past facts, past results are perception of the past results are there.

So, therefore if their further if in the past experience, in the past results, it has been observed person is committed but not delivered. If this situation is there, then definitely in that case person will not be able to deliver the results and therefore in the past whatever the experience is there that will create the low experience is there.

Perception of attribute of the trustee, the in the case of the perception of attribute are there, the first and foremost is competence, to whom people trust? Those who are competent. So, therefore in that case we have to understand that is the basic requirement for the trust is that is the

competence of an individual. If the individual are able to develop that competency then definitely in that case then they will be the high level of trust.

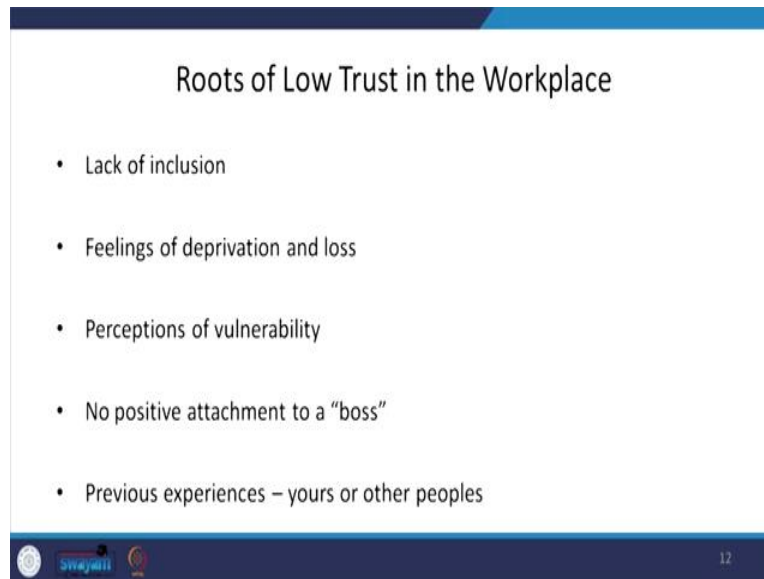
Then second will be the capacity and ability, unless and until the person is not capable and is not able to deliver his task, nobody will trust him. And therefore, he has to prove time to time that he is having that particular capacity. And the capacity includes knowledge plus skills plus attitude plus habit, right?

That is the cache in the cache you will find that it becomes very important, that is the you are having a certain level of knowledge, if you have certain level of knowledge, you have certain level of skills, you have the ability and therefore now the new dimension that is a habit, and your habits also.

So, those habits will also develop your ability, so therefore it becomes very very important, that is the trust can be develop only with the help of the competency, only with the help of the ability to do their particular job. The trust is also develop with the profession, the profession is a trust profession. For example, if we talk about the medical, if you talk about the engineering, you talk about the teaching, whenever you are talking about this type of the professions, then definitely the person will having the high level of trust is there.

Next is the intentions, now please you have to understand, that is the what makes a perception of an individual to trust others or not. And that is about these intentions. If intentions are fair, the person will like to go for this particular relationship with the others in the trust.

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Roots of low trust in the workplace. First is the lack of inclusion, as I mentioned in ((21:42)) also. That is, if you want to really develop an interpersonal relationship, then you have to be inclusive in a strategy. And if you are the inclusive strategy, but if there is no inclusion there is a lack of inclusion, then definitely there will be the low trust in amongst the employees.

Feelings of deprivation and loss, and if it is like this that if I will be associated with another person, then I will be having the loss, I will not be having the gain and I will be deprived, deprived of these X, Y, Z, deprived of maybe emotions, deprived of maybe the monetary. And then if this type of the feelings are there, then they will be the low trust.

Perceptions of vulnerability, and therefore in that case uncertainty is there then definitely in that case it can be change, if the perceptions are change, the level of trust will also change, no positive attachment to a boss and therefore a relationship, a relationship plays a very important role, but in a relationship, there is no positive attachment is there with the boss a superior then definitely in that case it becomes very very important that is the person will not be able to go for the continues with the long time with the high level of trust. And then there will be the trust is there because there is no positive attachment with the boss.

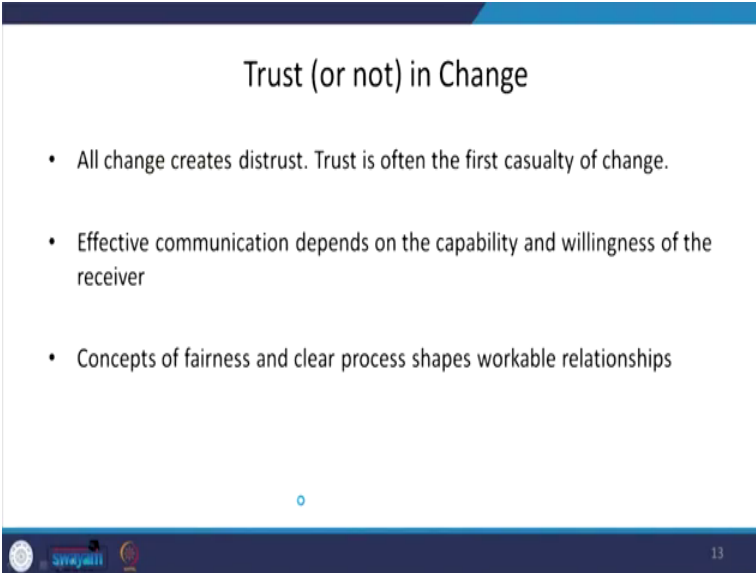
So at the workplace, if you want to develop the trust then definitely you are supposed to have the positive attachment with the boss. If you do not have that positive attachment with the boss, then

what to do? That I will discuss in the next session later on. The previous experiences, that is yours are other peoples, as I mentioned in the earlier slide also that is a past experiences, right?

Facts and past results are important, so if there are the past results there, then definitely in that case it will become a very very important, that is the perception of past results how are the facts are there. If the past results are not positive then in that case the person he will not be having that particular feeling of the trust another person because he is here also is not having the this particular feeling that is the, I will not be having in the past then the positive experiences with this particular person, so, it will be difficult for me to do trust that particular person.

So, therefore the previous experience in the past experience, in in this slide also you have seen in this is slide also reason for low trust and the roots of low trust and that is the, how is your past experience with the another person. Now, we have to see that if the past experience of the another person is very negative, then can we improve that trust, no that we will see that is the trust is to change or not to change.

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The slide is titled "Trust (or not) in Change" and contains three bullet points. At the bottom of the slide, there are logos for "Springer" and "13".

- All change creates distrust. Trust is often the first casualty of change.
- Effective communication depends on the capability and willingness of the receiver
- Concepts of fairness and clear process shapes workable relationships

Because, if once you have the bad past experience, is it right to change your trust level? Do you want to increase the change, change your trust level, right? That we will discuss now. All change creates distrust.

So, therefore in that case, whenever as soon as you talk about the change, because in the past experience was bad and you are not positively associated with your boss, so therefore, now if you want to change then the all changes will create distrust, that is why is change, why is changing his behaviour? Because to develop a positive attachment with the boss, you will definitely have to change your behaviour, the boss will be suspicious. That is why he wants to change.

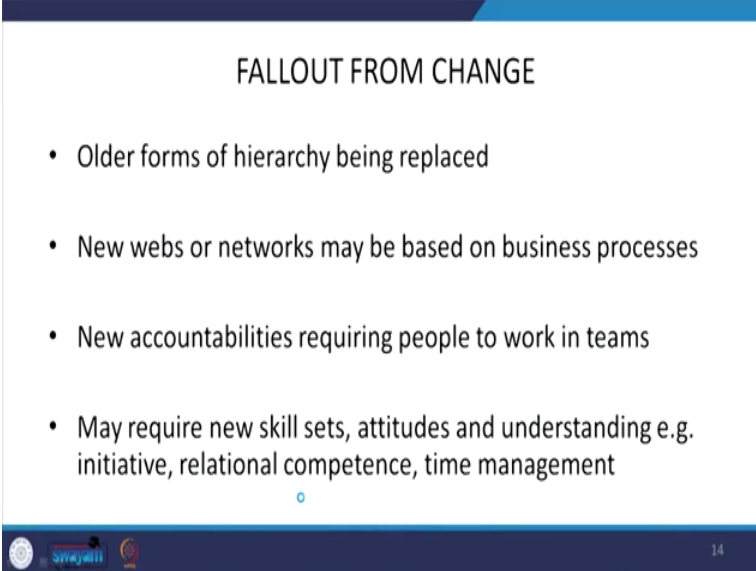
So therefore, all changes that will create the distrust. Trust is often the first causal causality of change and therefore what is first is required, that is, if there is no change, if there is a low trust you want to come to the high trust, then definitely in that case what is required, there is a high trust is required. And to do that high trust, right? That change is required and that change that itself will be the question for the as a deciding factor. Effective communication depends on the capability and willingness of the receiver and therefore, if you want to change, if you want to make from the low trust to the high trust, then then in that case definitely an effective communication is required.

And through effective communication, can you convince others to trust me because of past experiences is that you do not trust me but because of these I have change myself, and after my change I ask you that is the please trust me then effective communication, that will depend on the capability and willingness of the receiver that is how the person receives and that receiver if he is positive, definitely he will start to trust you.

Concepts of fairness and clear process shapes workable conditions, many times what happens that is the there is a low trust, but as soon as we work together, so there will be the workable relationship will develop, and the dependency is there and in dependency you find that is yes, you are able to support and if you are able to support the person, right? Then definitely he may start to trust you.

So therefore, in that case that will become the trust not in change.

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The slide is titled "FALLOUT FROM CHANGE" and contains four bullet points. At the bottom left, there are logos for "SRMIST" and "SRM Institute of Science and Technology". At the bottom right, the number "14" is displayed.

- Older forms of hierarchy being replaced
- New webs or networks may be based on business processes
- New accountabilities requiring people to work in teams
- May require new skill sets, attitudes and understanding e.g. initiative, relational competence, time management

So followed from the change, what are the weaknesses? Older forms of hierarchy being replaced. So therefore, in that case what happens that is whatever the hierarchy is there, that is the older form of hierarchy has change I guess we have seen into the G and therefore in that case you will find that is hierarchy by changing hierarchy level a new trust has been developed.

New webs or networks may be based on business processes and therefore, what is required is that is the infrastructure, the resources, if you create those infrastructures, you create those resources and develop the network and develop the new webs then definitely there will be the better trust.

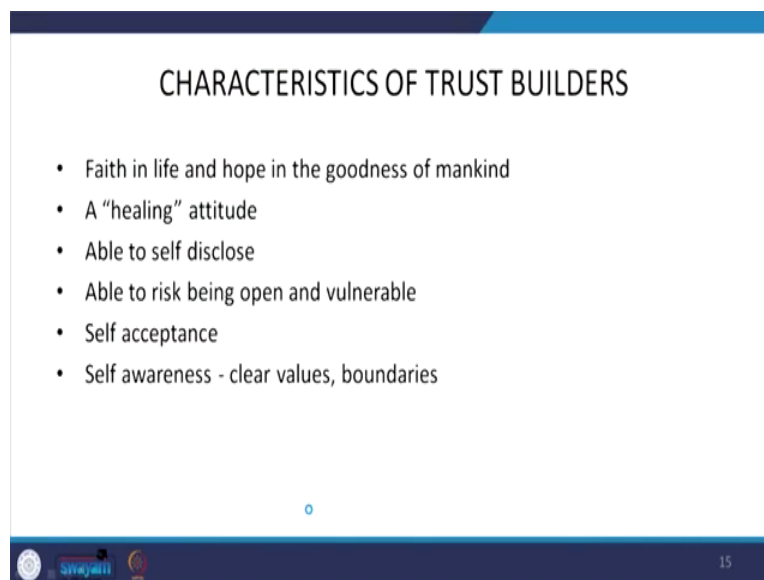
New accountability is requiring people to work in teams. Now, because the past experience was not successful, so what do you do? You create the new teams, if you create the new teams, there will be new accountabilities and that will require people to work together and develop that particular trust. So, if you by making the teams by interactions, by synergy, by coordination and then you can create the trust amongst the group members.

May require a new skill sets, because you cannot develop the trust with the past skill sets. So therefore, in that case, you are required to develop the new skill sets, you are required to change your attitude, if you are able to change your attitude, then definitely you will be able to develop a

relationship, cordial relationship, cordial relationship with others, other members and those other members because you have change now, you are more cooperative. You understand others.

Therefore, there is an attitudinal and understanding change is there. Examples, then they will be initiative, initiate will be taken because you want to develop a trust. So you have to show that is yes, I want to work and therefore, in that case there will be new initiative,. Relational competence, that is a one to one competence will be there and the time management that is that they will be able to manage the time. If these issues are there, then that can be follow the trust

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The last slide, which I would like to take characteristics of the trust builders in this session. Faith in life and hope in the goodness of mankind. This is very very important. Therefore, in that case it is required that one should have the faith in life and hope in the goodness of mankind, and believing people, trust the people, other people, because we have to believe in the mankind, and we have to understand that is human being is much much better as an object to trust.

And therefore, in that case, it becomes very very important that is the we believe more in humankind and faith in life. A healing attitude is required, if you are having the healing attitude that is, whatever problem is there and then in that particular problem if the person is got hurt, you are ready to say sorry, you are developing a relationship, if there is something is broken, but

there the it is expectation is broken, then definitely, you are ready to fulfil that particular his expectation and therefore, that will be healing touch will be there.

Then able to self-disclose, I am okay, you are okay, that window will be created. So therefore, in that case, you will find that is the you are able to make this self-disclose to the another person and transparency is there, if another person understands your knowledge, skills and attitude and therefore a result of which, he is also able to reciprocate you accordingly and therefore there will be the self-disclose will be there more self-disclose more transparency, better will be the understanding.

Able to risk being open and vulnerable, and taking the risk to be more open because many of time people hide themselves. So relationship not be broken, no it is just reverse, it is I am open, I am like this only and if I am like this only, and then develop the relationship then becomes very very more important. Self-acceptance that is the, you accept yourself, that is, yes you can contribute, you can do better and therefore, in that case your self-acceptance is very high. And finally, self-awareness as I mentioned that is the if we are having the clear values and boundaries, then we will be able to develop our the self-awareness.

We know, what we can do, what we can promise, what we can say, yes, whether it is delivered or not delivered, it is possible to do or not possible to do. And therefore when this type of characteristics are there of the trust builders and when he is having the healing touch, faith and hope able to make the transparency being open and able to discuss his weaknesses also developing self-acceptance and self-awareness, I am sure, that is the if this type of changes are made, the person will start trusting you.

So this is all about that is the, what is a trust? Introduction of the trust, the definition of trust, why there is a low trust and how to build high trust amongst the our colleagues and employees in the trust building exercise, thank you.