

Learning From Research: The issue of Trust

Trust Research from 3 perspectives:

- 1. Micro Level: Individual**
- 2. Meso Level: Systems-Organisational**
- 3. Macro Level: Cross Border**

Core Components of Trust

1. Ability - Competence

2. Benevolence

3. Integrity

(Mishra et al., 1996)

Micro Level Lessons

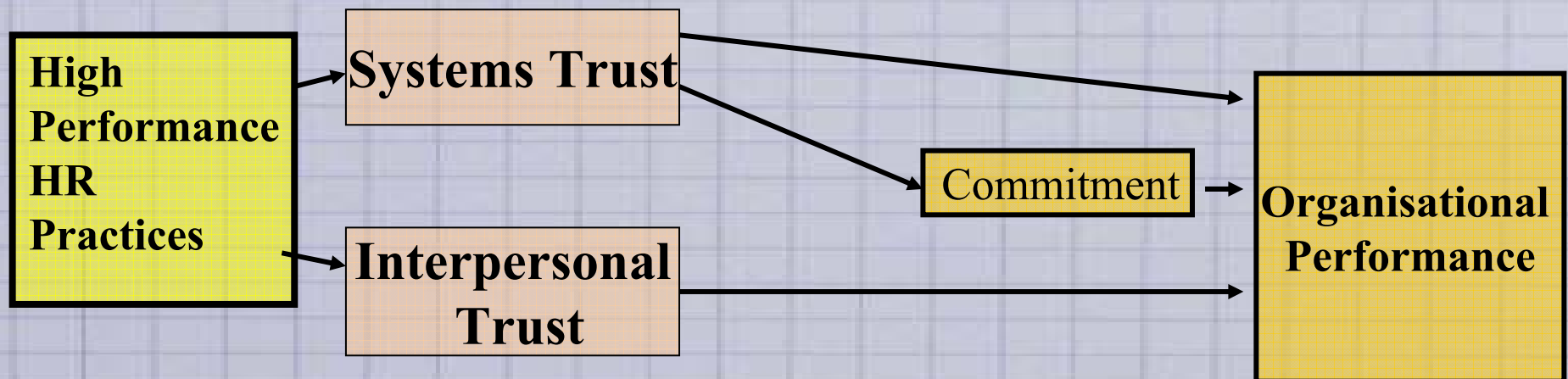
One key to Employee level Engagement and Innovation is a trust in manager and leadership (competence, benevolence and integrity).

Encouraging Learning and Innovative Behaviour requires creation of a sense of “Psychological Safety”

Emphasis on ‘Learning Goals’ as against ‘Performance Goals’

Meso Level Lessons

Gould-Williams (2003) in local authorities in Wales



Macro Level Lessons I

**Helping our key stakeholders Trust us:
Competence & Integrity.**

Psychological Contract with our Community

When Trust is breached:

**Q: Was it Competence or Integrity based breach?
If Competence based Trust breach then...**

A:

- Apology**
- Systems Repair or development**
- Recompense**

(Dirks, 2007)

Macro Level Lessons II

North South Administrative Co-operation

Developed from ethnocentric protection perspective
Toward consensual approach (Tannam, 2006).

We are in early phase of trust development
“Calculative Based”

In time and with success we will move to stable
“Knowledge Based” and more Relational Trust
(Rousseau, 2001)