

INDEX

A

Acquisitions, 159–160, 168
Active listening, 68
Adaptive leadership, 95
Adjustment, psychological: and building trust within teams, 143–145;
diagnostic questions about, 77–78;
interventions to increase, 110, 205;
research on, 199; as trustor factor in, DTM, 28, 29, 45–47, 216n3
Advocacy skills. *See* Inquiry and advocacy skills
Airbus, 148, 171–172
Alignment of interests. *See* Interests, alignment of
Alston and Bird (law firm), 128
Amazon, 197
American Express, 134
Antecedents to trust research, 26, 199–202
Apologies, 66, 70, 83–84, 89, 155, 208
Appreciation exercise, 140–141
Arrogance, 97
Authentic leadership, 107–108
AzKoNobel, 126

B

Bandura, Albert, 96
Beaverbrooks Jewelry, 134

Benevolence. *See* Benevolent concern
Benevolent concern: building trust across national cultures through, 187;
communication skills required to establish, 68; diagnostic questions about, 79; embedding trust in organization through, 128–130, 210; embedding trust within team through, 149–151; ethics and, 40, 216n13; interventions to increase, 111, 207; of leader adopting integrative stewardship model, 193–194; research on, 200; as situational factor in DTM, 26, 28, 31, 62–64
Best Buy, 162
Betrayal: entitlement mentality and, 18; forgiveness and, 85; global financial crisis as, 15–16; increased opportunities for, 18; literature and media tales of, 8, 21; by organization, 88–90; perceived, due to miscommunication, 32; when trustors don't hold trustees accountable, 190–191. *See also* Trust repair
Bijur, Peter, 88–89
Boeing, 148, 162

- Bosses, and employees' confidence level, 49
- Bossidy, Larry, 66, 130
- Bradley, Bill, 21
- Brazil, 115
- Building trust. *See* Trust building
- Burke, James, 125
- Burke, W. Warner, 117
- Business: complexity of environment for, 17, 99–100, 105; decline of trust in, 14–16, 20, 114, 212n12, 222n2; differing views of benevolent concern in, 62–64; extreme capitalism practiced by, 20–21; implications of trust in, 22–23; unrealistic expectation of leaders in, 16–17. *See also* Trust in organizations
- C**
- Cadieux, Chester, 93, 102
- Capability: actual vs. expressed, 67; building trust across groups through, 171–172; diagnostic questions about, 79; embedding trust in organization through, 130–132, 210; embedding trust within teams through, 151–154; interventions to increase, 111, 207–208; needed by leaders in complex global environment, 104–107; research on, 200; as situational factor in DTM, 28, 31, 64–65
- Capitalism, extreme, 20–21
- Catholic church sexual abuse scandal, 70–71
- Center for Creative Leadership, 19
- CEOs: bonuses for, vs. employee layoffs, 129–130; credibility of, as measured by Edelman Trust Barometer, 93, 220n7; stakeholder map for, 60
- Change: in interdependence and social networks, 18; organizational, as trust issue, 113; times of great, 16–17
- Charan, Ram, 66, 130
- Charmel, Patrick, 136–137
- Chrysler, Daimler-Benz acquisition of, 159–160
- Cisco, 162, 167, 169, 170–171
- Civic mindedness, decline in, 19
- Codes of ethics, 113, 114
- Collaboration: across groups, 162–163, 164; elements of DTM helpful in moving toward, 164–176; failure of, at DaimlerChrysler, 159–160; trust as essential for, 115, 139
- Collectivism-individualism continuum, 183–185
- Collins, Jim, 104, 194
- Communication: building trust across national cultures through, 185, 186; as central to building trust, 75, 76; diagnostic questions about, 79; embedding trust in organization through, 135–137, 210; embedding trust within teams through, 155–157; importance of, to trust in leadership, 104–105, 108–109; interventions to improve, 111, 208; lack of, as trust issue in organizations, 113; research on, 200; as situational factor in DTM, 28, 32, 67–71
- Communication skills: inquiry and advocacy as, 68–69, 86, 87–88; for leading with trust, 108–109; listening as, 111, 194; required for trust building or repair, 85–88; tragedy due to leader lacking, 104–105
- Competence, as dimension of team capability, 152. *See also* Capability
- Complexity: of aligning diverse interests, 59, 169–170; of environment for business, 17, 99–100, 105
- Confidence: boss's influence on employee's level of, 49–50; of employees, 96–98, 220n12; lack of,

- as trust issue in organizations, 113;
trust defined and measured as, 13–15
- Confident reliance: communication to
create, 135; trust defined as, 13, 25;
in U.S. Congress vs. military, 65
- Control: delegating, 42, 98–99,
119–121; and power, 48; risk
avoiders desire for, 29
- Conversations: ability to handle difficult,
85–86, 154, 175; to build trust, 81
- Cooperation: based in alignment of
interests, 59; as characteristic of
institutions, 22; as element of
integrative stewardship, 192; lack of,
with acquisitions, 168; trust as
enabling, 2, 7, 8–9, 26
- Culture. *See* National cultures;
Organizational culture
- D**
- DaimlerChrysler, 159–160
- Decision making: fair process in, 61,
127; poor, during global financial
crisis, 14–16
- Decision to trust: examples of scenarios
involving, 10–11; influence of trustee
vs. trustor on, 42; lack of
understanding of, 7–8; process for,
9–10
- Decision to Trust Model (DTM):
antecedents to trust research
contributing to, 26, 199–202;
applied to DaimlerChrysler failure,
159–160; applied to trust across
national cultures, 176–188; benefits
of using, 3–4; building trust in
organizations through elements of,
119–137, 196, 209–210; building
trust within teams through elements
of, 143–157; development of, 2–3,
25–27; diagnosing trust using,
76–80, 203; ethics and, 40,
216nn12–13; examples of
applications of, 33–39; figure of, 27,
28; practices based on, to increase
trust in leadership, 109–111;
situational factors in, 29–33, 52; as
tool for avoiding trust errors, 33, 34;
trustor factors in, 27–29, 43
- Decline in trust. *See* Trust, decline in
- Denmark, 115
- Deutsch, Morton, 20, 195
- Diagnosing trust, 76–80, 203
- Disposition to trust. *See* Trust,
disposition to
- Distrust: as choice in DTM, 28, 36, 37;
communication and, 32, 75;
consequences of, 3–9; impact on
relationships, 10; psychological
adjustment and, 45–47; relationships
characterized by, 75
- Dodge, Wagner, 104–105
- DTM. *See* Decision to Trust Model
(DTM)
- Dunlap, Al, 92–93, 219n3
- E**
- Economy: extreme capitalist approach
to, 20–21; global, decline of trust
after crisis in, 14–16, 20, 212n12;
implications of trust for, 22–23
- Edelman Trust Barometer: on CEO
credibility, 94, 220n7; on decline of
trust in business, 14, 20, 114,
212n12, 222n2
- Embedding trust. *See* Trust building
- Emotions: of low- vs. high-adjustment
people, 45–46, 81; as part of decision
to trust, 27; and trust building,
84–85; and trust errors, 8; and trust
repair, 82, 85. *See also* Fear
- Empathic listening, 68, 194
- Employees: layoffs of, vs. CEO bonuses,
129–130; optimism vs. pessimism of,
19; self-confidence of, 96–98,

- Employees: (*Continued*)
 220n12; sharing power with,
 119–121; similar values of, 121–124
- Entitlement mentality, 17
- Environment: childhood, influence on
 adjustment, 45, 46; complexity of, for
 business, 17, 99–100, 105;
 experiment showing influence of,
 195; generational views of, 19;
 high-trust vs. low-trust, 114–115;
 influence on employee confidence,
 49–50, 96, 98; social, effect on
 disposition to trust, 49–50
- Environmental Defense Fund,
 126
- Ernst and Young, 121, 189
- Ethics: codes of, 113, 114; trust and,
 39–40, 216n12–13
- European Leadership Program, 17
- Excuses, 84, 131
- Execution* (Bossidy and Charan), 66, 130
- Expectations: and definition of trust, 25;
 of fairness, 39–40, 63; of groups
 collaborating, 173; of national
 cultures, 176–177; of team members,
 155, 156; unrealistic, of trustees,
 16–17
- Experiences: childhood, influence on
 adjustment, 45, 46; relationship
 between risk, trust, and, 53
- Explanations, 66, 83
- F**
- Fair process: as cultural value in
 high-trust organizations, 57;
 emphasized by high-trust leaders,
 101, 102, 104; stakeholder interests
 represented in, 61, 127
- Fairness: and building trust across
 national cultures, 185–187; of
 decision making, 126, 130;
 expectations of, 39–40, 63; lack of,
 18–19; as trust issue in organizations,
 113. *See also* Benevolent concern;
 Interests, alignment of
- Fannin, David, 93
- Fear: of failure, 45, 46, 48, 220n12; as
 motivator in organizations, 92,
 95–96, 97–98
- Feuerstein, Aaron, 59–60
- Financial crisis. *See* Global financial
 crisis
- Financial Trust Index, 15
- Forgiveness, 70, 85
- Fortune 100 Best Companies to Work
 For, 23, 115, 121
- France, 14, 94
- Freeman, Edward, 21
- Fuld, Richard, 60
- G**
- Genentech, 136
- General Electric (GE), 101, 106, 108,
 134
- General Social Survey, 12
- Genzyme, 172
- George, Bill, 107–108, 194
- Germany, 14
- Global financial crisis, decline of trust in
 business after, 14–16, 20, 212n12
- Goals: common, in high-trust
 organizations, 23, 128, 169; team,
 147, 148
- Goldman Sachs, 121, 134–135, 189
- Goodnight, Jim, 125
- Google, 121, 122–123, 136, 189
- Government. *See* U.S. government
- Granite Construction, 134
- Griffin Hospital (Derby, CT),
 136–137
- Group chemistry, 149
- Groups: collaboration across, 162–163;
 DTM applied to, 159–160; teams
 vs., 140; types of interaction between,
 163–164. *See also* Trust building
 across groups

H

Hall, Edward T., 185
 Hardin, Russell, 17
 Harrah's, 167
 Harris Poll, on trust in Congress, 13
 Hofstede, Geert, 182, 183, 227n18
 Hogan instrument, 220n12

I

IBM, 54, 99, 162
 Identity: collectivist vs. individualist,
 183–185; common sense of,
 throughout organizations, 168–169;
 shared, on teams, 146, 147, 193;
 social, 26, 30, 56. *See also* Similarities
 Immelt, Jeff, 106, 108
 Income disparity, 18–19
 Individualism-collectivism continuum,
 183–185
 Inquiry and advocacy skills, 68–69, 86,
 87–88
 Integrative stewardship, 192–194
 Integrity: defined, 66; ethics and, 40. *See also*
 Predictability/integrity
 Interdependence: enabled by trust, 22;
 radical changes in, 18; on teams, 140,
 142; universality of, 11
 Interests, alignment of: building trust
 across groups through, 169–171;
 building trust across national cultures
 through, 185–187; communication
 skills required to create, 68–69;
 diagnostic questions about, 78–79;
 embedding trust in organization
 through, 124–128, 209–210;
 embedding trust within teams
 through, 146–149, 150; ethics and,
 40, 216n12; interventions to increase,
 110, 207; research on, 199; as
 situational factor in DTM, 28,
 30–31, 58–61; trust in leadership
 increased by, 101–102
 Isolation, 19

J

Jefferson, Thomas, 190–191
 JetBlue, 169
 Johnson & Johnson, 125

K

Kerkorian, Kirk, 159

L

Law, Bernard, 70
 Leaders: “Level 5,” 104; “Type 4,” 101;
 unrealistic expectations of, 16–17.
 See also CEOs; Trust in leadership
 Leadership style: adaptive, 95; authentic,
 107–108; benevolent, 103–104; and
 followers' risk tolerance, 95–96;
 integrative stewardship, 192–194;
 low-trust coercion vs. high-trust
 empowerment, 92–93; of
 micromanagers, 41–42, 45, 48, 98,
 119–120; value-based, 107
 Listening, 68, 109, 111, 194
 Litwin, George H., 117
 Loyalty: brand, 117; decline in, 1;
 defined, 1; increased by benevolent
 leadership, 64, 103–104
 Luskin, Fred, 85

M

Madoff, Bernie, 44, 51–53
 Management. *See* CEOs; Leaders; Trust
 in leadership
 Mann Gulch fire tragedy, 104–105
 Mayo Clinic, 121
 McDonald, Robert, 107
 McDonald's, 126
 Media: bias in, 13; decline of trust in,
 13–14; as factor in decline in trust,
 21, 189; isolation increased by, 19
 Mergers, 11, 34
 Micromanagers, 41–42, 45, 48, 98,
 119–120
 Microsoft, 121, 123, 134, 189

Minority groups: disposition of, to trust, 46, 216n3; repairing trust of, after discrimination lawsuit, 88–90
MITRE, 123

N

Nadler, David A., 117
National cultures: collectivist vs. individualist, 183–185; defined, 182; disposition of, to trust, 179–182, 226n14; economic impact of level of trust in, 22; high- vs. low-context, 185, 186; uncertainty avoidance as dimension of, 182–183, 227n18. *See also* Trust building across national cultures
Nordstrom, 121

O

O’Neal, Stan, 60
Optimism, 18–19
Organizational culture: alignment of interests in, 124–128, 209–210; benevolent concern in, 128–130, 210; capability in, 130–132, 210; communication in, 135–137, 210; power sharing in, 119–121, 209; predictability/integrity in, 132–135, 210; similarities in, 121–124, 209
Organizational Performance and Trust Model, 117, 118, 131
Organizations: engineering trust into systems of, 194–196, 209–210; integrating functions and processes of, 161; trust repair in, 84; values in high-trust, 121–124, 209. *See also* Trust in organizations

P

Paulson, Hank, 97
Penance, 84, 107
Pew Research Center, 13
Ponzi schemes, 44, 51–53

Power: and building trust within teams, 143–145; diagnostic questions about, 78; interventions to influence, 110, 206; research on, 199; sharing, to embed trust in organization, 119–121, 209; as trustor factor in DTM, 28, 29, 47–48

Predictability/integrity: building trust across groups through, 173–174; building trust across national cultures through, 187; diagnostic questions about, 79; embedding trust in organization through, 132–135, 210; embedding trust within teams through, 154–155; interventions to increase, 111, 208; research on, 200; as situational factor in DTM, 28, 31–32, 66–67; trust in leadership increased by, 107–108

Press. *See* Media

PricewaterhouseCoopers, 129

Principal Financial Group, 128

Prisoner’s Dilemma study, 195

Procter & Gamble (P&G), 116–117

Psychological adjustment. *See*

Adjustment, psychological

Publix Super Markets, 133, 169

Putnam, Robert D., 19

Q

QuikTrip, 93, 102, 132, 189

R

Relationships: impact of distrust on, 10; types of, and trust building, 74–75, 81

Repairing trust, 82–84

Reparation, 83, 84

Risk: admitted by high-trust leaders, 100; contractual tools for reducing, 54–56; relationship between experience, trust, and, 53

Risk tolerance: and building trust across national cultures, 182–183, 227n18;

- and building trust within teams, 143–145; diagnostic questions about, 78; interventions to increase, 110, 205–206; leadership style and, of followers, 95–96; research on, 199; as trustor factor in DTM, 28–29, 43–45
- S**
- Sarbanes-Oxley, 196
- SAS, 125, 193
- Scenarios: home finances, 73; involving decision to trust, 10–11; job offer for professor, 68–69; job security after merger, 11, 34; lottery winnings, 62–63; new boss with underperforming employee, 35–39; new CEO with distrustful top team, 11, 35; real estate purchase, 10–11, 33–34
- Schrempf, Jürgen, 159, 160
- Security, situational: building trust across groups through, 165–167; in complex global environment, 99–100; diagnostic questions about, 78; embedding trust within teams through, 145–146; interventions to increase, 110, 206; as situational factor in DTM, 23, 30, 53–56
- Self-confidence, of employees, 96–98, 220n12
- Shareholders, 20–21, 125
- Similarities: building trust across groups through, 168–169; building trust across national cultures through, 183–185; cultivated by high-trust leaders, 100–101; diagnostic questions about, 78; embedding trust in organizations through, 121–124, 209; embedding trust within teams through, 146, 147; interventions to increase, 110, 206–207; research on, 199; as situational factor in DTM, 26, 28, 30, 56–58
- Situational factors, 51–71; alignment of interests as, 30–31, 58–61; benevolent concern as, 26, 31, 62–64; capability as, 31, 64–65; communication as, 32, 67–71; in Decision to Trust Model (DTM), 29–33, 52; Madoff's Ponzi scheme's reliance on, 51–53; predictability/integrity as, 31–32, 66–67; similarities as, 26, 30, 56–58; situational security as, 30, 53–56. *See also individual factors*
- Situational security. *See* Security, situational
- Skills. *See* Capability
- Social networks, 18
- Stakeholder maps, 60, 76
- Stakeholders: as approach to developing organizational values, 125–126; DTM factors influencing decision to trust by, 116; elevating shareholders over other, 20–21; fair process and, 127; importance and complexity of aligning interests of, 59–61
- Stanford University, Prisoner's Dilemma study, 195
- Stewardship, integrative, 192–194
- Strategic planning, in high-trust organizations, 127–128
- T**
- Tea Party movement, 191
- Teams: developing cohesion of, 150; groups vs., 140; importance of trust to, 139–140; size of, 139; types of, and forms of trust, 141–142. *See also* Trust building within teams
- Television, 19
- Texaco, 88–90
- Thain, John, 126
- Toyota, 117, 119
- Trust: consequences of lack of understanding of, 7–8; consequences

- Trust: (*Continued*)
 of high vs. low, 8–9; consequences of lost, 1–2; cooperation enabled by, 2, 7, 8–9, 26; defined, 1, 25; diagnosing, 76–80, 203; ethics and, 39–40, 216n12–13; forms of, and types of teams, 141–142; future of, 189–190, 196–197; measuring, as confidence, 13–15; naïve, of past, 189; research on antecedents to, 26, 199–202
- Trust (Hardin), 17
- Trust, decline in: in business, 14–16, 20, 114, 212n12, 222n2; differing views of benevolent concern and, 62–64; factors contributing to, 16–21; in government, 13, 65; implications of, 22–23; in media, 13–14; as trend in U.S., 12–16
- Trust, disposition to: adjustment and, 45–47, 216n3; influencing, 49–50; of micromanagers, 41–42, 45; of minority group members, 46, 216n3; of national cultures, 179–182, 226n14; power and, 47–48; risk tolerance and, 43–45
- Trust building: communication as central to, 75, 76; communication skills required for, 85–88; determining if warranted, 74; diagnosing trust as step in, 76–80, 203; interventions for, 80–81, 205–208; mind-set required for, 84–85; process for, 75–82, 203, 205–208; types of relationships and, 74–75, 81. *See also* Trust repair
- Trust building across groups, 164–176; through alignment of interests, 169–171; through capability, 171–172; through communication, 175–176; through predictability/integrity, 173–174; through similarities, 168–169; through situational security, 165–167
- Trust building across national cultures, 176–188; caveat on, 178, 188; disposition to trust's impact on, 179–182, 226n14; examples of failure of, 159–160, 176–178; and risk tolerance and uncertainty avoidance, 182–183, 227n18; through alignment of interests, 185–187; through benevolent concern, 187; through communication, 185, 186; through predictability/integrity, 187; through similarities, 183–185
- Trust building within teams: benefits of, 140–141; through alignment of interests, 146–149, 150; through benevolent concern, 149–151; through capability, 151–154; through communication, 155–157; through predictability/integrity, 154–155; through similarities, 146, 147; through situational security, 145–146; trustor factors influencing, 143–145
- Trust decision. *See* Decision to trust
- Trust Diagnosis Worksheet, 80, 203
- Trust errors: DTM as helping avoid, 33, 34; kinds of, 8; made due to incomplete considerations, 11
- Trust in leadership, 91–111; and alignment of interests, 101–102; and benevolence, 103–104; communication's importance to, 104–105, 108–109; and complexity of global environment, 17, 99–100, 104–107; and consideration of followers' risk tolerance, 95–96; DTM-based practices to increase, 109–111; Edelman Trust Barometer on, 93, 220n7; and employee self-confidence, 96–98, 220n12; importance of, 91; increased by delegating control, 98–99; and leader capabilities, 104–107;

- leadership style's relationship to, 92–93; and predictability/integrity, 107–108; and similarities and shared values, 100–101; when fear is motivator, 95–96, 97–98
- Trust in organizations, 113–137; and alignment of interests, 124–128, 209–210; and benevolent concern, 128–130, 210; building, 116–119, 196; and capability, 130–132, 210; and communication, 135–137, 210; impact on work environment, 115; and power sharing, 119–121, 209; and predictability/integrity, 132–135, 210; and similarities, 121–124, 209; sources of issues related to, 113–114; survey data on, 113–115, 222nn1–2
- Trust Interventions, 80–81, 205–208
- Trust repair: communication skills required for, 85–88; mind-set required for, 84–85; by organization charged with discrimination, 88–90; process of, 82–83; techniques for, 83–84. *See also* Trust building
- Trustees: defined, 26; holding trustors accountable, 190–191; improving behavior of, 191–194; influence on decision to trust, 42; unrealistic expectations of, 16–17
- Trustor factors, 41–50; adjustment as, 29, 45–47, 216n3; critical to trust within teams, 143–145; in Decision to Trust Model (DTM), 27–29, 43; of micromanagers, 41–42, 45, 48; power as, 29, 47–48; risk tolerance as, 28–29, 43–45. *See also* Adjustment, psychological; Power; Risk tolerance
- Trustors: decision to trust determined by, 42; defined, 7, 26; improving behavior of, 190–191; influence on disposition to trust, 49–50
- Tuckman, Bruce, 150
- Turnover: lower, in high-trust organizations, 23, 96, 116; at QuikTrip, 103, 132
- Tushman, Michael L., 117
- U**
- Uncertainty avoidance, as dimension of national cultures, 182–183, 227n18
- Unfairness, sense of, 18–19
- United Kingdom, 14, 94, 115
- United States: auto industry, 190; decline of trust in, 12–16, 94
- U.S. Congress, 13, 65
- U.S. government: decline of trust in, 13, 65; media's negative portrayal of, 21; unrealistic expectation of leaders in, 16–17
- U.S. military, 56–57, 65, 103–104, 129
- Utனர், Eric, 19
- V**
- Value-based leadership, 107
- Values: in high-trust organizations, 121–124, 209; importance of clarity of, 124–125; organizational, development of, 125–126; shared, cultivated by high-trust leaders, 100–101; terminating employees not sharing, 89, 123. *See also* Similarities; World Values Survey
- W**
- “Wall Street” game, 195
- Welch, Jack, 96, 101, 106
- Whole Foods, 196
- World Values Survey, 179, 180–181, 184, 226n14, 227n18
- Y**
- Yukl, Gary A., 106
- Z**
- Zappos, 123, 193, 197



<http://www.pbookshop.com>

