

The role of communication and trust in a team

Workshop
11th February 2022

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Agenda

1. [What is trust? Types of trust, trust antecedents](#)
2. [Trust games](#)
3. [Why is trust important? Trust building in teams](#)
4. [The meaning of communication. Communication game](#)
5. [Trust game – why we lack trust?](#)
6. [Conclusions](#)

What is trust?



Please work in groups – 5 min

Try to define trust - create simple word cloud

Decide what words express trust the best – use text file





What is trust?

① Start presenting to display the poll results on this slide.

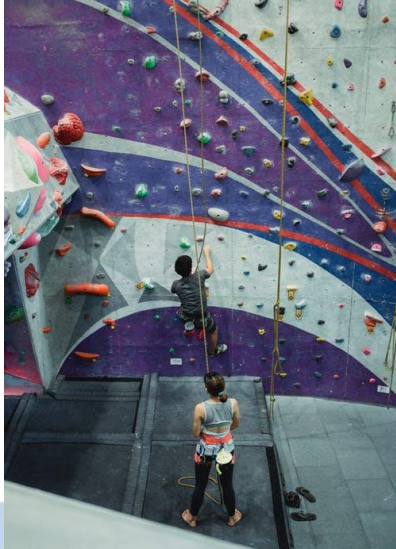
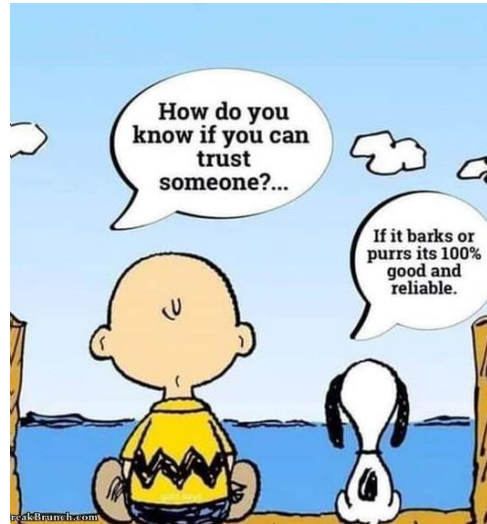
Trust antecedents

Autor/Autors	Antecedents
<p>Doney, Cannon (1997) Lederer, Jackson (1968) Lorr (1975) Rotter (1971) Schlenker i in. (1973) Alexander, Ruderman (1987), Folger, Konovsky (1989) Organ (1988) Rempel, Holmes, Zanna (1985) Butler (1991) Cook, Wall (1980) Johnson-George, Swap (1982), Zucker (1986) Dasgupta (1988) Smith, Barclay (1997) Zaheer, McEvily, Perrone (1998) Dyer, Chu (2000) Young-Ybarra, Wiersema (1999) Coote, Forrest, Tam (2003)</p>	honesty
	confidence
	loyalty
	competence
	discretion
	openness
	integrity
	reliability
	justice
	fairness
	behavior with expectations / predictions
	responsibility
	keeping promises

What is trust?



Please work in groups – 5 min. Decide which picture express trust the most – why? You could find your own picture in the Internet



What is trust?

- **faith/belief** in good intentions, honesty, credibility, fulfilling promises, obligations
(Morgan, Hunt 1994, Mayer, Davis, Schoorman 1995, Zaheer, McEvily, Perrone 1998, Sahay 2003)
- willingness to be **exposed to the other party's actions** based on the conviction of the partner's credibility (Blois 1999, Gefen 2000)
- willingness of one party to accept the other party's actions, resulting from the expectation that the other **party will behave in a particular way, without the need to monitor and control it** (Mayer, Davis, Schoorman 1995)
- belief that another side **possesses certain abilities/competencies/resources** (Blomqvist 1997, Sitkin, Roth 1993)
- belief that the other party is driven by **good intentions** and is capable to do what we expect (Hardin, 2009)

Types of trust

- *ex ante*
- *ex post* (Kadefors, 2014)

- *emotional* - based mainly **on feelings** (attachment, mutual understanding, commitment to the relationship, care for the other party's welfare)
- *rational* - based **on calculation, observation, analysis of previous experiences**, reliability and honesty of the other side (McAllister 1995)

- *characteristic-based trust* - based on **social similarity**, for example the same ethnicity, gender, age, family situation
- *process-based trust* - related to past; **obtained directly**, thanks to the experience of previous behaviour or indirectly, for example, thanks to information gained
- *institutional-based trust* - related to the existence of social institutions and intermediary mechanisms; trust is created as a result of obtaining professional credentials, certificates and membership in associations and thanks to intermediary mechanisms such as: insurance, deposits, legal regulations (Chang, Cheung, 2005)

What is trust?



Five waves of trust

Covey and Merrill, 2009



Do you think, that generally speaking, most people can be trusted?

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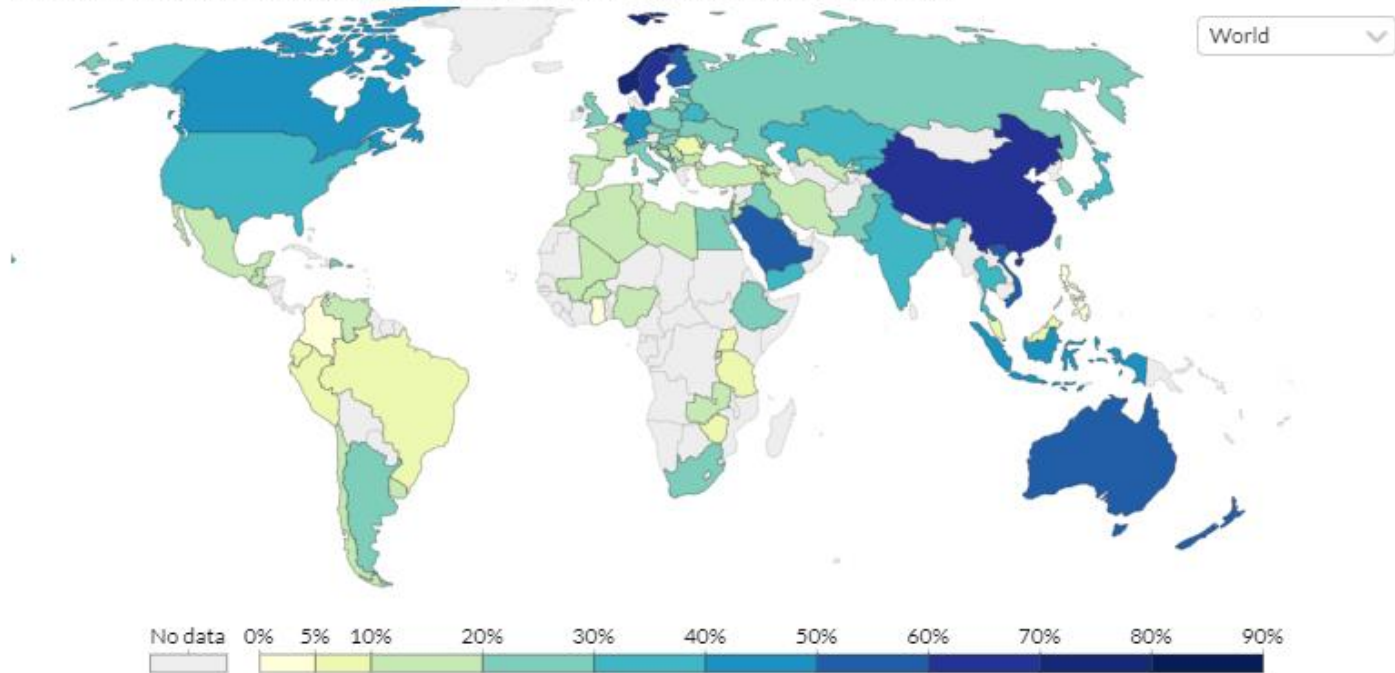
Trust levels

Share of people agreeing with the statement "most people can be trusted", 2014

Our World in Data

The survey question was "Generally speaking, would you say that most people can be trusted or that you need to be very careful in dealing with people?"

Possible answers were "Most people can be trusted", "Don't know" and "Can't be too careful".



Source: Trust (World Values Survey (2014))

OurWorldInData.org/trust • CC BY

<https://ourworldindata.org/trust>

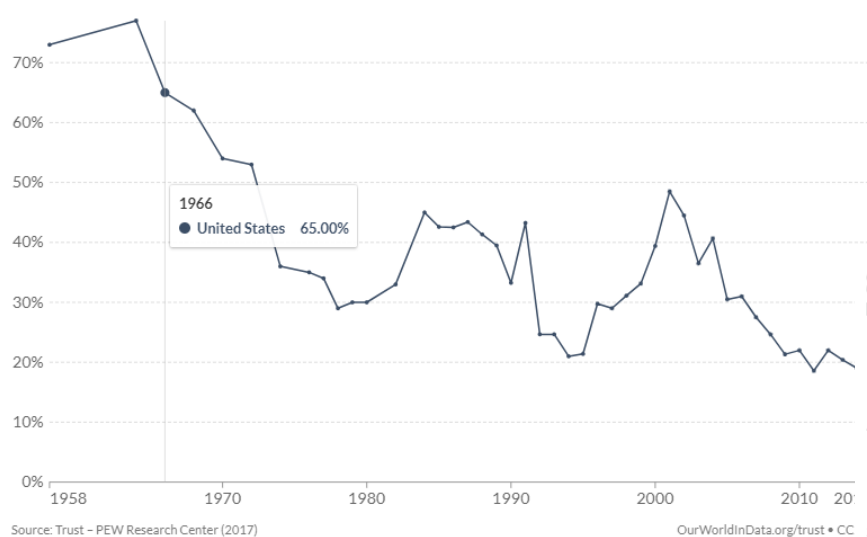
The World Value Survey (WVS): <http://www.worldvaluessurvey.org/WVSDocumentationWVL.jsp>

Trust levels

Public trust in government in the United States, 1958 to 2015

Share who trust the United States government always or most of the time

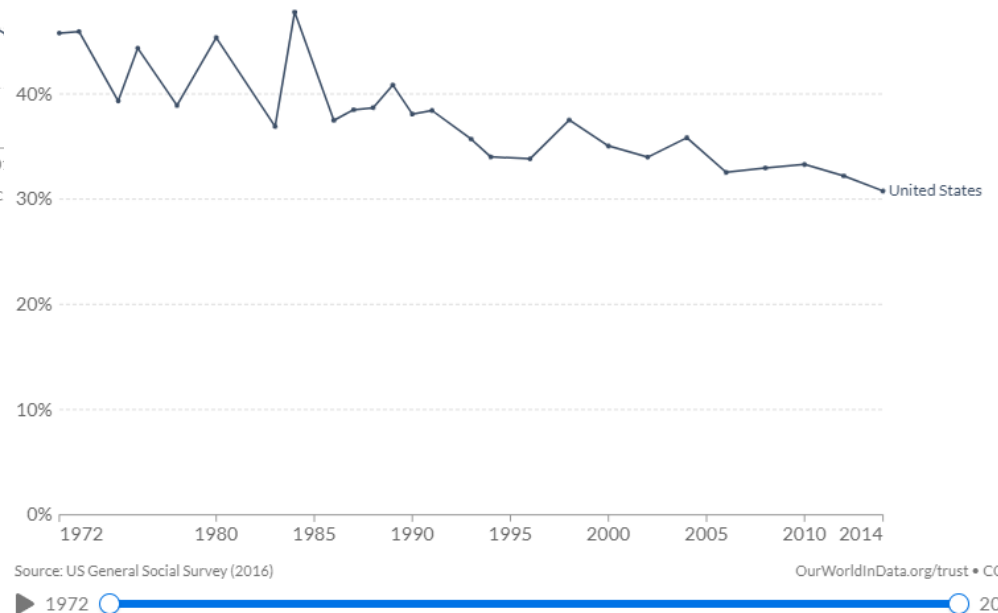
Our World in Data



Share of people who think that "most people can be trusted", 1972 to 2014

Interpersonal trust in the USA

Our World in Data



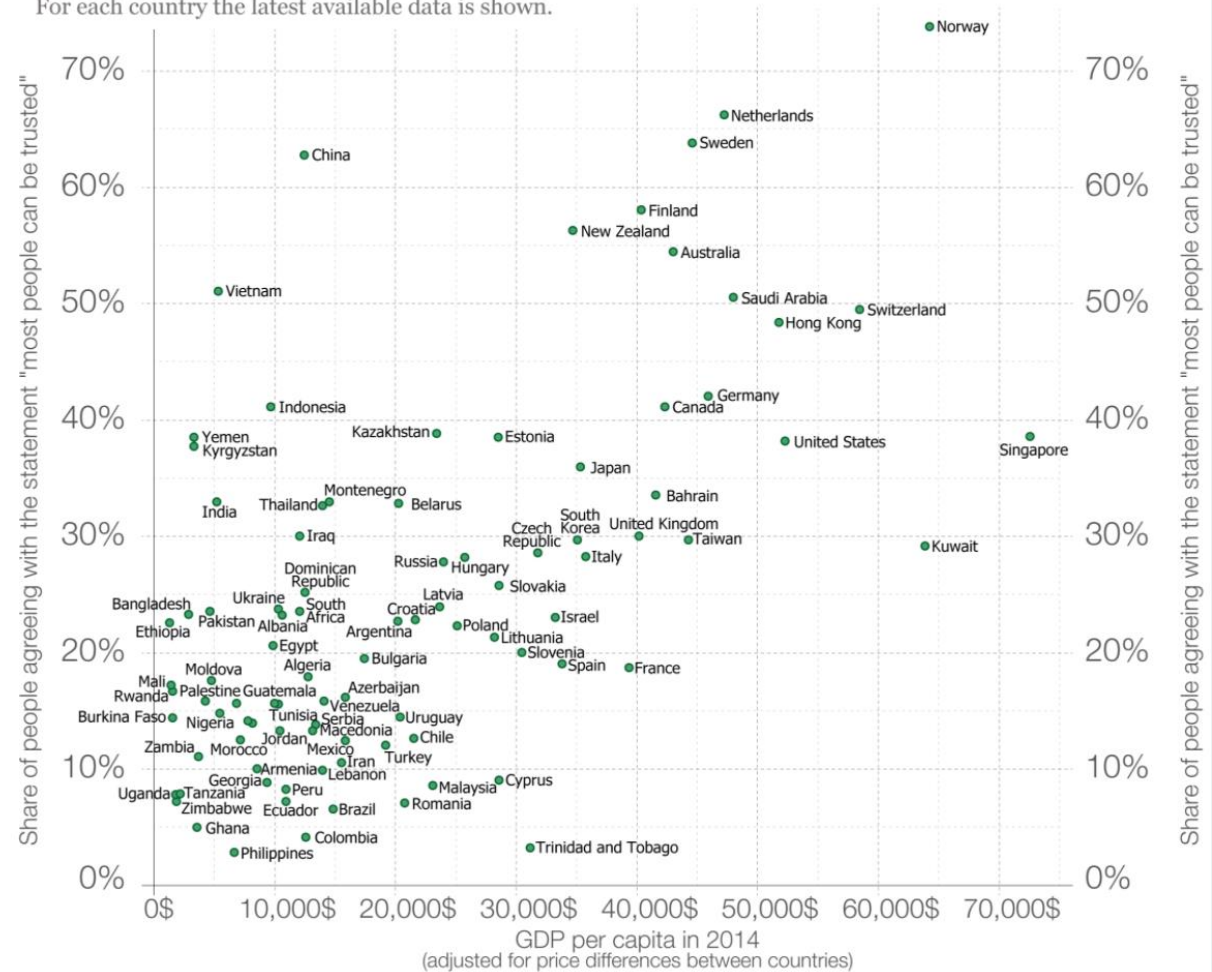
<https://ourworldindata.org/trust>

<https://www.pewresearch.org/politics/2021/05/17/public-trust-in-government-1958-2021/>

Trust levels

Country by country: Trust vs. GDP per capita

Shown is the share of people agreeing with the statement "most people can be trusted". For each country the latest available data is shown.

Our World
in Data

Data source: World Value Survey for data on trust and Penn World Table for data on GDP per capita
This visualization is available at [OurWorldinData.org](https://ourworldindata.org). There you find the raw data and more visualizations on this topic.

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by the author Max Roser.

<https://ourworldindata.org/trust>

The World Value Survey (WVS): <http://www.worldvaluessurvey.org/WVSDocumentationWVL.jsp>

Trust game

Imagine such situation

You are in the group of investors and you have an offer to earn some money.

There is also another group of investors who have got the same proposition.



<https://www.pexels.com/>

You can cooperate and two groups will earn the money. You can also work only on your own account – not cooperate and then earn more.

However, this is risky because second group can also decide for such move - work on their own account and not cooperate ...

What will you decide?

Trust game



1. Please work in group vs. group (rounds – every 0,5-1 min)
2. Decide what to do as a group – cooperate or not cooperate. One person from the group write the letter C or N

3. The rules:

Group 1 / Group 2		C - cooperate	N – not cooperate
C - cooperate		2 ; 2	0 ; 3
N - not coopeate		3 ; 0	1 ; 1

4. Write down - points gained, justification for your decision, problems related to making the decision ...
5. Group representatives present game strategies and conclusions

The concept of trust – game theory

The Prisoner's Dilemma – example of the game one can use to explain eg. people behaviour

Please watch the film by Jesse Agar: <https://www.youtube.com/watch?v=t9Lo2fgxWHw>



<https://pixels.com/>

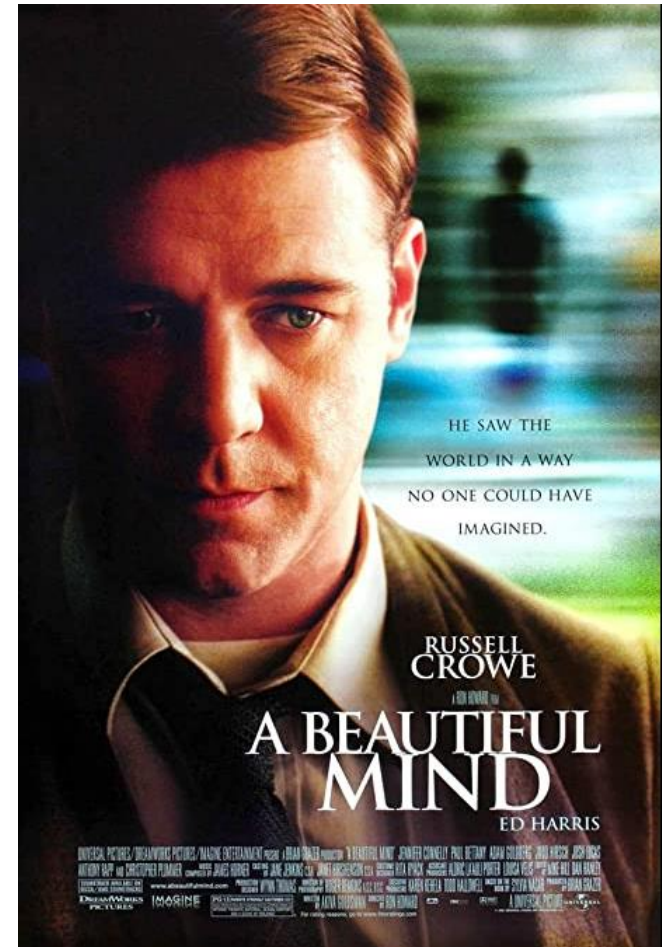
The concept of trust – game theory

- Single game – the best solution is betrayed, unless you trust other side very much 😊
- Repetitiveness – live is not a single game; after one game, more are followed, often with the same players who remember how we acted before – iterated prisoner's dilemma
- Player gets its reputation – knowing it we adapt strategy
- Communication could help
- People are social beings.....

The concept of trust

Is cooperation meaningful in life? Find examples in news, films etc.

A Beautiful Mind - film



Why is trust important?

- reduces uncertainty and risk
- reduces need to control
- reduces stress
- reduces hostility
- increases communication
- increases knowledge and innovation exchange
- increases of productivity and performance
- increases of motivation
- increases of creativity
- increases teamwork and collaboration
- increases speed of decision making
- increases loyalty

One in three people do not trust their employer
(Edelman Trust Barometer)

lack of trust creates a highly stressful and
undesirable environment for everyone

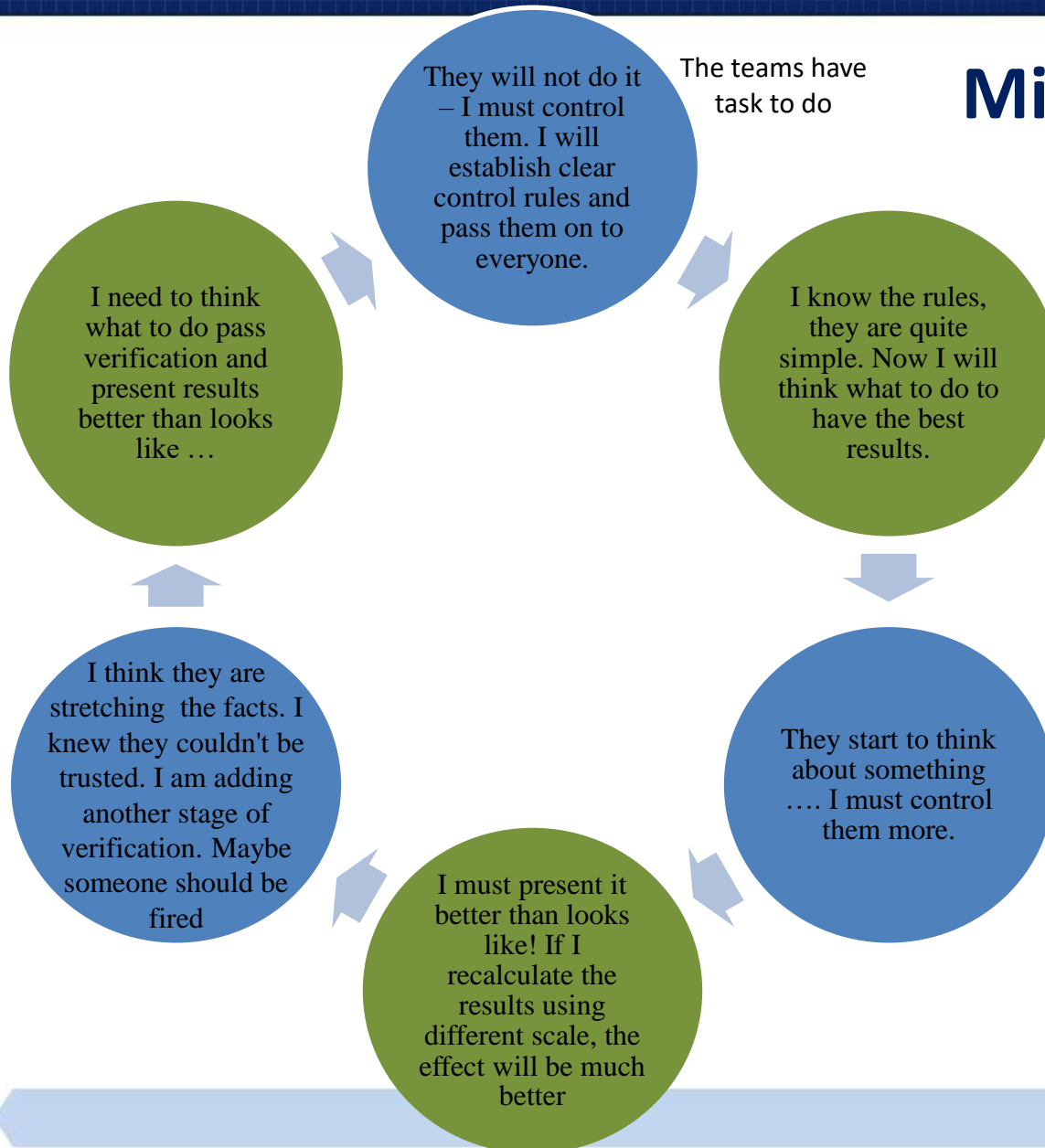
employees withhold their talents, creativity, energy
and passion and as a result, they lose productivity,
their innovation capabilities, their competitive edge

lack of trust affects communication and poor
communication is the reason number one for poor
collaboration

Source: Trust in the Workplace: Why It Is so Important
Today and How to Build It, <https://smarp.com/>

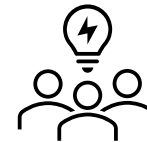
Mistrust loop

Based on Artur Guła, *Fascynujący świat przywództwa*



Leader

Team member



Please work in groups – 10 min

Try to find and solve problem in team.

During teamwork - choose in your team advocate – the person to play the role of an advocate to defend an idea and/or the devil's advocate the person trying to find arguments to abolish an idea

How to build trust in team?

1. Be open on other ideas and opinions
2. Share information open and frequent
3. Treat other with respect
4. Listen actively, avoid judging, blaming
5. Demonstrate concern about other (also their personal life)
6. Be loyal
7. Be honest
8. Keep your promises
9. Admit your mistakes

*A team without trust is not a team,
but just a group of people working on
the same task ...*

Leader traits influencing trust building

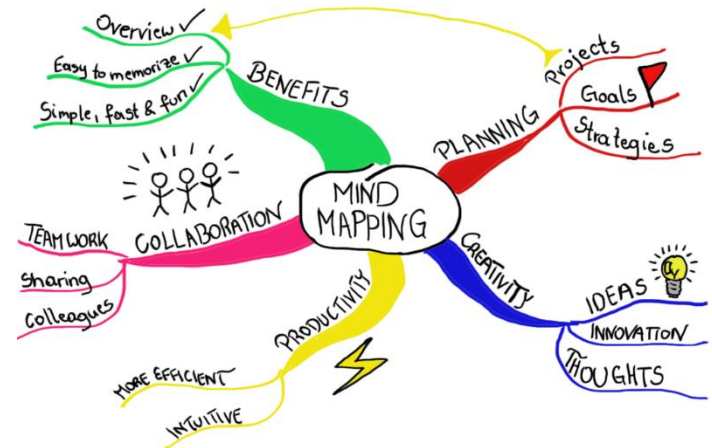
(Mayer, Davis, Schoorman, 1995)

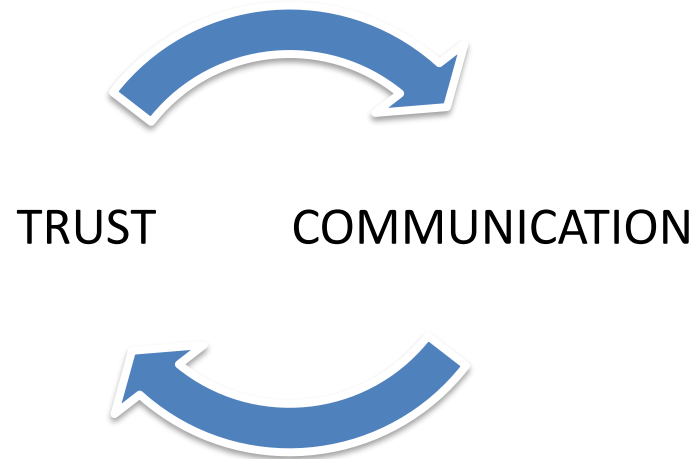
- Competence
- Honesty
- Kindness
- Openness
- Expressing one's feelings
- Telling the truth
- Consistency
- Justice
- Respecting confessions
- Keeping promises
- Showing self-confidence
- Praising others
- Including team members in decision making
- Use an "open door policy",
- Empathy

How to build trust in teams?

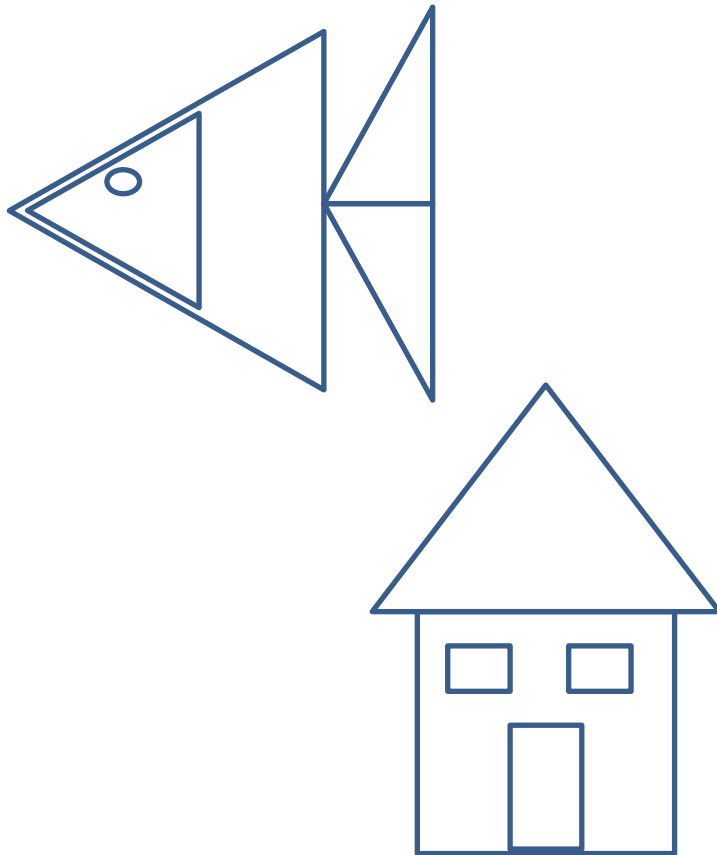


1. Please work in groups – 10 minutes
2. You have just worked as teams during previous exercises. Was it easy? When it will be easy? Try to imagine the perfect team that you will be working next months? How it will be? What will it be characterized by? What rules will govern it? What will be the most important during teamwork?
3. Define and present 10 features of a perfect team (you could also build mind map)





Communication



1. Please work in groups – 10 min.
2. One person from the group drawing something using only geometric figures: squares, rectangles, circles and triangles. You do not show the picture the rest of the group.
3. The group try to draw the same relying on the description of the designer.
4. Additional rules:
 - a) Please do not ask and answer any question
 - b) You could communicate

Communication

1. First listening then talking - a good speaker is a good listener
2. Informing, not attacking - always try to speak from the position of "I", never "you". Try to avoid using terms such as "you always", "you never", "you still,,
3. Make sure that you understand the meaning
4. Be aware of body language – pay attention eye contact, your posture, facial expressions, gestures, your voice
5. Conflict can be good
6. Ask questions
7. Consistent, and frequent communication
8. Treat everyone equally
9. Express oneself clearly and directly
10. Have drinks together
11. Give coherent, complete and concrete messages
12. Choose the best method of communication
13. Be empathic
14. Develop trust
15. Find a common ground for sex, demographic and cultural differences
16. Avoid often mistakes - inconsistent messages; lack of feedback; imprecise expectations or responsibilities; non-constructive criticism; prejudices

Trust game – why we lack of trust?

1. Please work in groups

40 minutes



<https://ncase.me/trust/>

2. Present the reasons of the lack of trust in our life. Elaborate the best strategy relating to trust in life
3. Group representatives present conclusions

Conclusions

- Strategy of cooperation and betrayal only as punishment and even forgiveness of betrayal – in longer perspective you should focused both on your score and on the score of other players – win-win attitude
 - ✓ do not betrayal until the other player betrayals
 - ✓ punish the betrayal
 - ✓ get back to cooperation if the other player stops betrayals
- Communication is the key
- Live and let live - Trust is risky, but life without trust is the biggest risk
- Trust is not about winning is about win-win strategy

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Thank you

Trust and communication between team members, 11th February 2022

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