

Teaching outline

Trust and communication between team members

The aim of the module is to present the meaning of trust in communication in team building.

Sample lesson plan

1. <u>What is trust? Types of trust, trust antecedents</u>	1
2. <u>Trust games</u>	9
3. <u>Why we lack trust - game?</u>	12
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What is trust? Types of trust, trust antecedents



Group
activity

Please work in groups – 10-15 min

Try to define trust - create simple word cloud

Decide what words express trust the best.

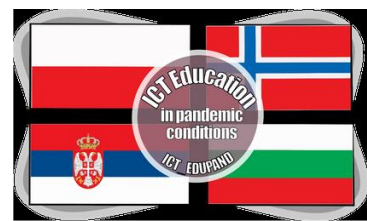


Figure 1. The example of simple word cloud

Are the clouds the same/ similar to in all groups? Was it easy to define? Why?



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Trust antecedents

Autor/Autors	Antecedents
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)	honesty
	confidence
	loyalty
	competence
	discretion
	openness
	integrity
	reliability
	justice
	fairness
	behavior with expectations / predictions
	responsibility
	keeping promises

Antecedent it is something that preceding something; e.g. honesty is previous to trust.

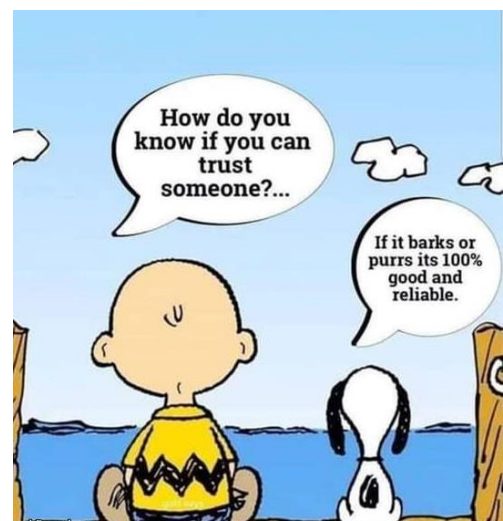
One could also use antecedent for something what is difficult to define because of abstract and multidimensional nature - is differently understood and interpreted.

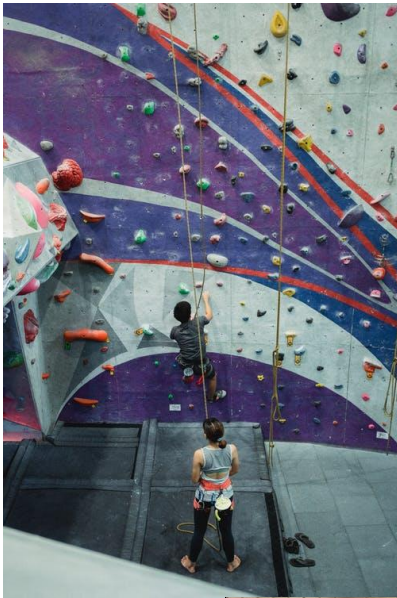
What is trust?



Group
activity

Please work in groups – 10-15 min. Decide which picture express trust the most – why? You could find your own picture in the Internet.





<https://pixabay.com/>

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*)

A wide variety of definitions of the term trust have been proposed in literature. Trust focuses on positive emotions like hope, benevolence, confidence, faith, assurance. D. Białaszewski and M. Giallourakis (1985) define trust as an attitude displayed in solutions where person is relying on another person, a person is risking something value, and/or a person is attempting to achieve a desired goal. According to Anderson and Narus (1990) trust is the belief that another party will perform actions that will result in positive outcomes, as well as not take unexpected actions that would result in negative outcomes. Anderson and Weitz explain trust as one party's belief that its needs will be fulfilled in the future by actions undertaken by the other party. Moorman define trust as willingness to rely on an exchange partner in whom one has confidence. Blois states that trust refers to when the other party makes itself vulnerable to the other party's behaviour. Although the party is aware of the partner capability to do harm, it does not think that it is necessary to take action to safeguard against such possibility.

Types of trust

Various types and/or level of trust can be identified

✓ Crotts, Turner, 1999:

- blind trust – based upon a lack of knowledge or another irrational basis (not good one!).
- calculative trust – based upon the cost and benefits of cheating or staying in a relationship,
- verifiable trust – based upon the ability of one party to verify the actions of another,
- earned trust – based upon some experimental basis,
- reciprocal trust – based upon the participants possessing mutual trust (party trust the other because the other party trust them).

✓ Kadefors, 2014

- *ex ante* – before the relationships starts
- *ex post*

✓ McAllister 1995:

- *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
- *characteristic-based trust* - based on **social similarity**, for example the same ethnicity, gender, age, family situation

✓ Chang, Cheung, 2005:

- *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

✓ Lewicki, Bunkier, 1996:

- *calculative-based trust* - built on the belief that the probability that the other party will behave opportunistically is unlikely
- *knowledge-based trust* - related to the predictability of behavior resulting from previous experience
- *identification-based trust* - based on empathy, caring and shared values

Trust is not static – it is established in time. It lacks transitivity and symmetry.

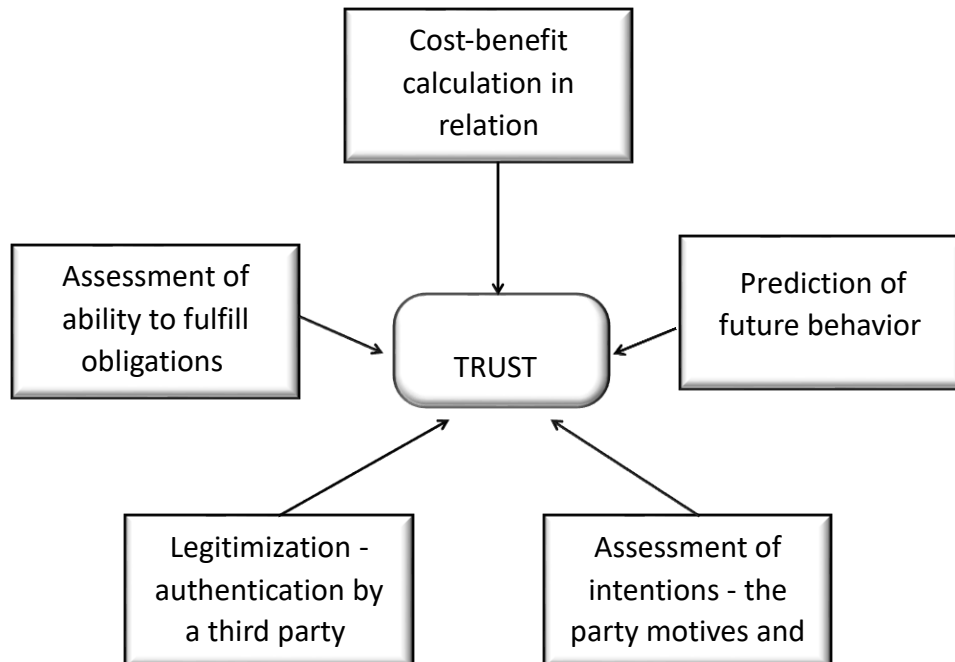


Figure 2. An example of model of trust

Czakon 2007, P. M. Doney, J. P. Cannon 1997

Five waves of trust



Figure 3. Five waves of trust

Covey and Merrill, 2009

According to the Five waves of trust the first wave self-trust, deals with the confidence we have in ourselves. It is individual for everyone. depending, for example, on the origin, upbringing, or education. The second wave, relationship trust, is about how to establish and increase trust with others. The third wave, organizational trust, deals with how leaders can generate trust in different organizations. The fourth wave, market trust, reflects the trust customers, investors, and others in the marketplace have in the company or organization. The societal trust relates to trust level in society.

Trust levels

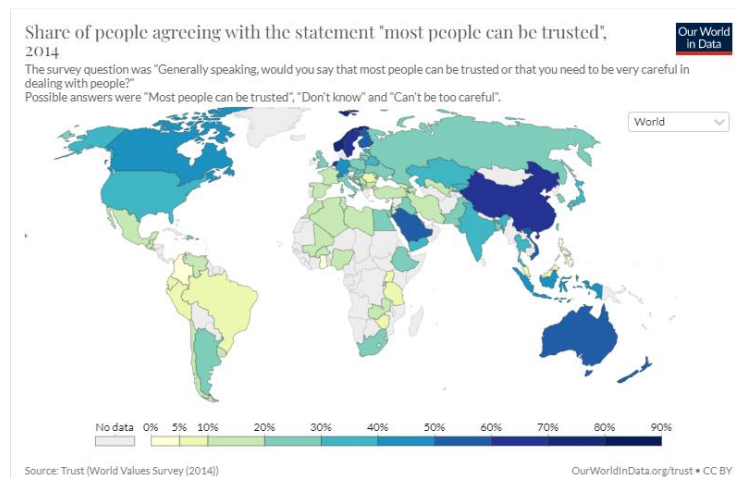
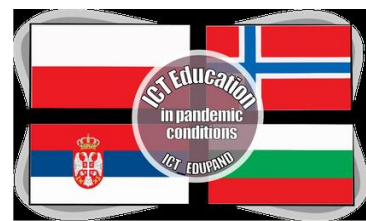
Trust is measured based on one item asking respondents whether they assume other people only have the best intentions.

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

You could compare your trust level with some statistical data.



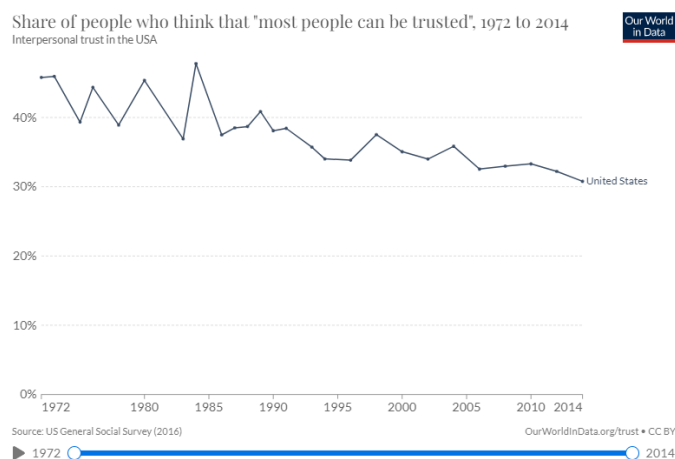
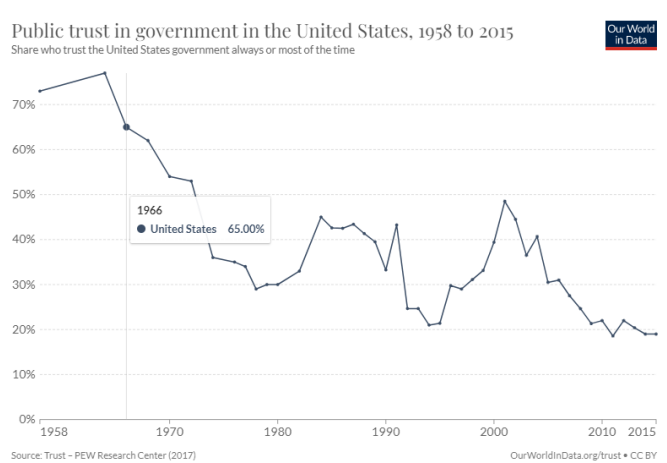
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<https://ourworldindata.org/trust>

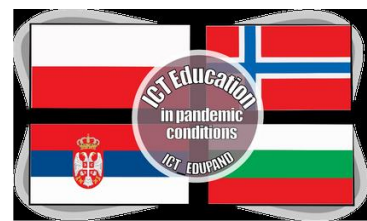
The World Value Survey (WVS):

<http://www.worldvaluessurvey.org/WVSDocumentationWVL.jsp>



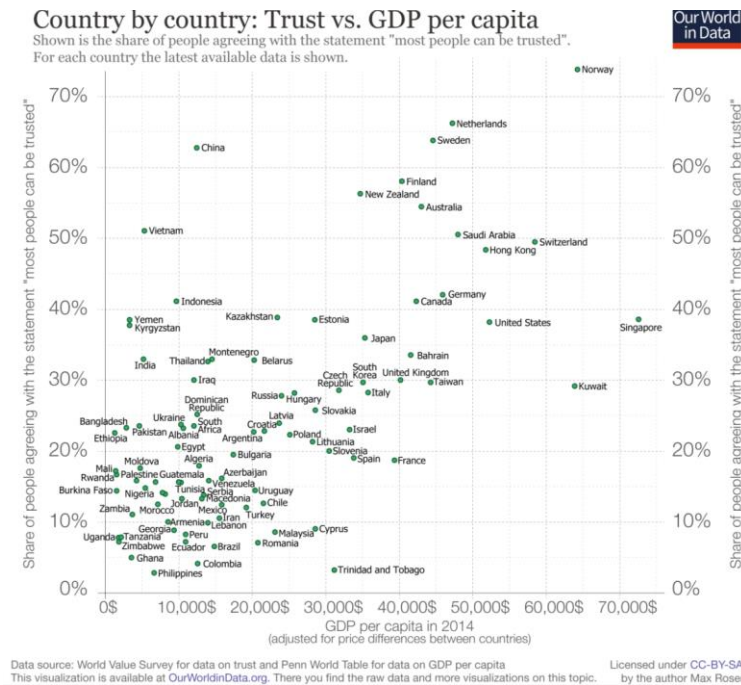


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<https://ourworldindata.org/trust>

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



The issue of trust has been noticed because it is not obvious and we are missing trust for others, for relatives, leaders, politicians etc. Therefore, trust becomes more and more important.

These examples show that trust is not a standard in our teams, work, society. It should be but is not.

Trust is a fundamental element of social capital (*Coleman 1990, Putnam 1995, Fukuyama 1997*). Social capital is "the ability of interpersonal cooperation within groups and organizations"; "standards and trust - which enable participants to be more effective in achieving common goals". Trust increase trade, decrease control, and even foster economic growth (*Knack and Keefer 1996*).

Trust game



Group
activity

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.

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?

1. Please work in group vs. group (rounds – every 1-5 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

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

Game plan:

- One round only
- Playing n times – the number of rounds is known to the players.
- Playing n times – the number of rounds is not known to the players.
- Change the players – select groups according to their previous strategy – cooperating vs cooperating and non-cooperating vs non-cooperating (make sure groups know their points from previous games)

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>

The concept of trust – game theory – some conclusions

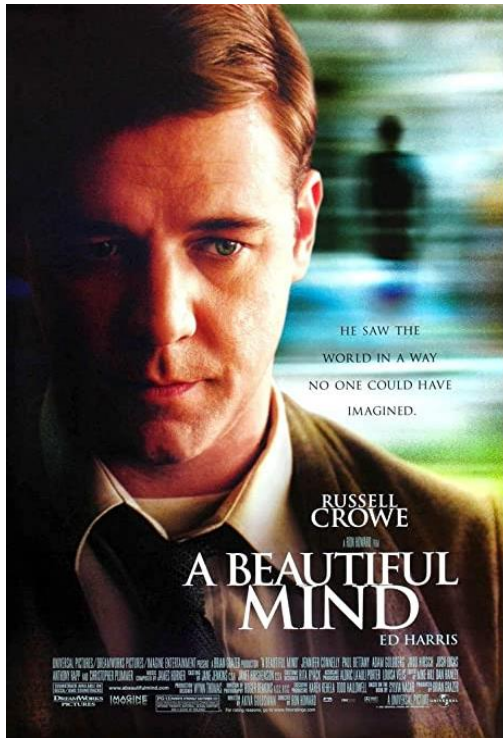
- Single game – the best solution is betrayed, unless you trust other side very much ☺
- Repetitiveness – live is not a single game; after one game, more are followed, often with the same players who remember how we acted before – iterated prisoner's dilemma
- Player gets its reputation – knowing it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

Is cooperation meaningful in life?

Find examples in news, films etc.

Watch “A Beautiful Mind” film.

Pay attention to the fragment when Nash is in the bar with colleagues and discover that in everyone's interest is instead of competing for the prettiest girl, ask her friends to dance – then everyone wins.



What is Nash equilibrium?

In a Nash equilibrium, each player is assumed to know the equilibrium strategies of the other players, and no player has anything to gain by changing only their own strategy.

Trust game – why we lack of trust?



Group
activity

Please work in groups – 40-50 minutes

1. Play the game: <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

Strategy of cooperation is better.

Betrayal strategy should be used only as punishment and forgiveness of betrayal is necessary.
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

Live and let live!

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



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

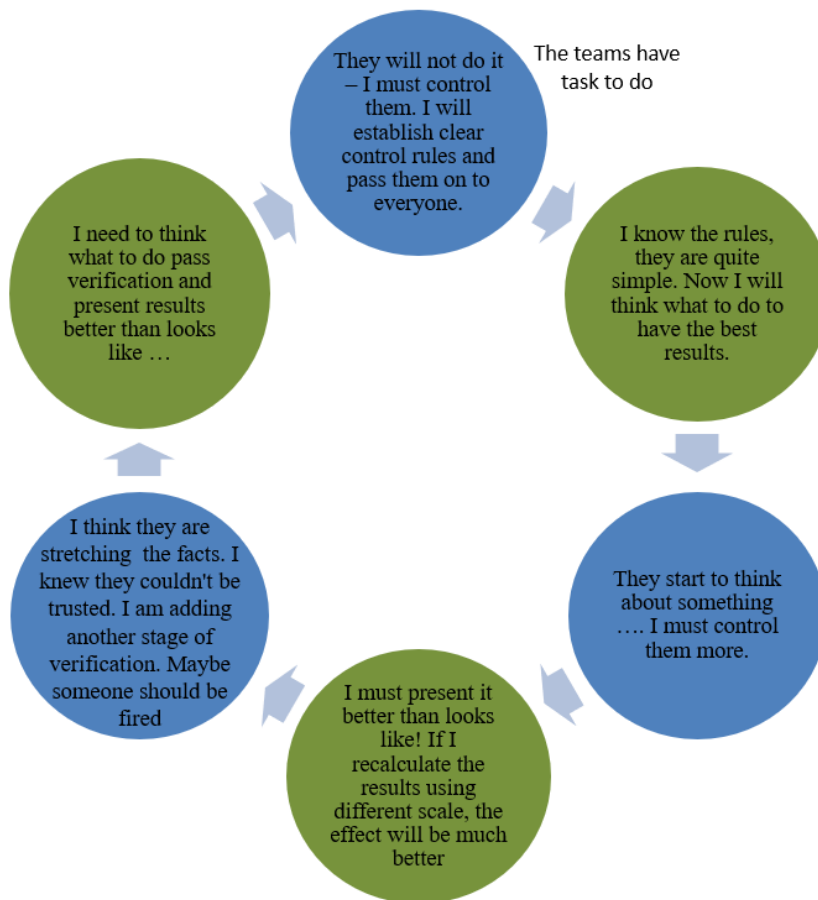
Mistrust loop



Group
activity

Please work in groups – 15-30 min

Try to find and solve problem in team – lack of communication and trust. How to break the mistrust?



Based on Artur Gula, *Fascynujący świat przywództwa*

During teamwork you could additionally:

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

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

There's a lot of research that shows that one of the main drivers of trust is a leader who's skilled at building and maintaining good relationship. Good leader should be at the same time engineer and manager

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

Leader traits influencing trust building

- 1) Competence
- 2) Honesty
- 3) Kindness
- 4) Openness
- 5) Expressing one's feelings
- 6) Telling the truth
- 7) Consistency
- 8) Justice
- 9) Respecting confessions
- 10) Keeping promises
- 11) Showing self-confidence
- 12) Praising others
- 13) Including team members in decision making
- 14) Use an "open door policy",
- 15) Empathy

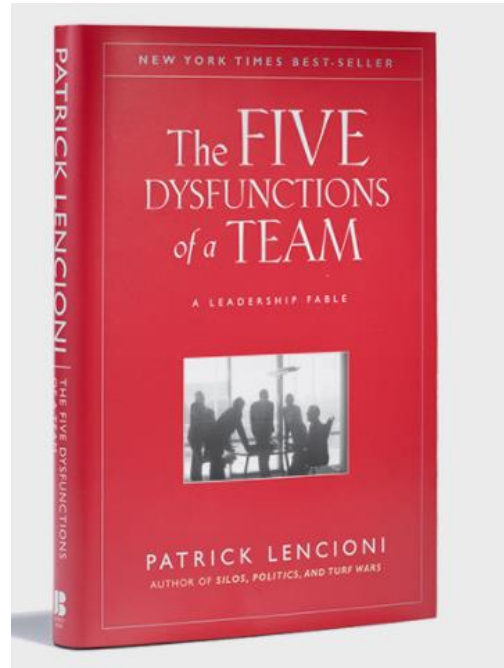
How to build trust in team?



Group
activity

Read the book “The Five Dysfunctions of a Team” by Patrick Lencioni. Look for solution to analyse the dysfunctions in your team and how can you solve it.

„Teamwork begins by building trust”



How to build trust in teams?



Group
activity

Please work in groups – 10-30 minutes

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?

Define and present 10 features of a perfect team (you could also build mind map)

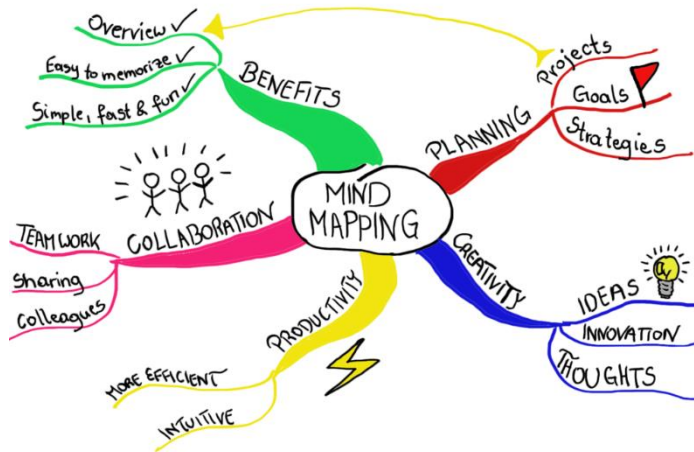


Figure 4 The example of simple word cloud

<https://www.mindmeister.com/blog/tony-buzan-tribute/>

How to measure trust?

Work in groups – find the best model related to trust, communication ..

You can use models from literature to measure trust – see example of model in publication Tang, F. (2015), When communication quality is trustworthy? R&D Management, 45: 41-59.

You can use a scale from 1 to 7 – to every statement evaluation (**Benevolence trust and Competence trust**) and then calculate average value for all statements.

The level of team trust – possible interpretation:

(5-7) high
(3,0-5,0) medium
<1,0-3,0) low



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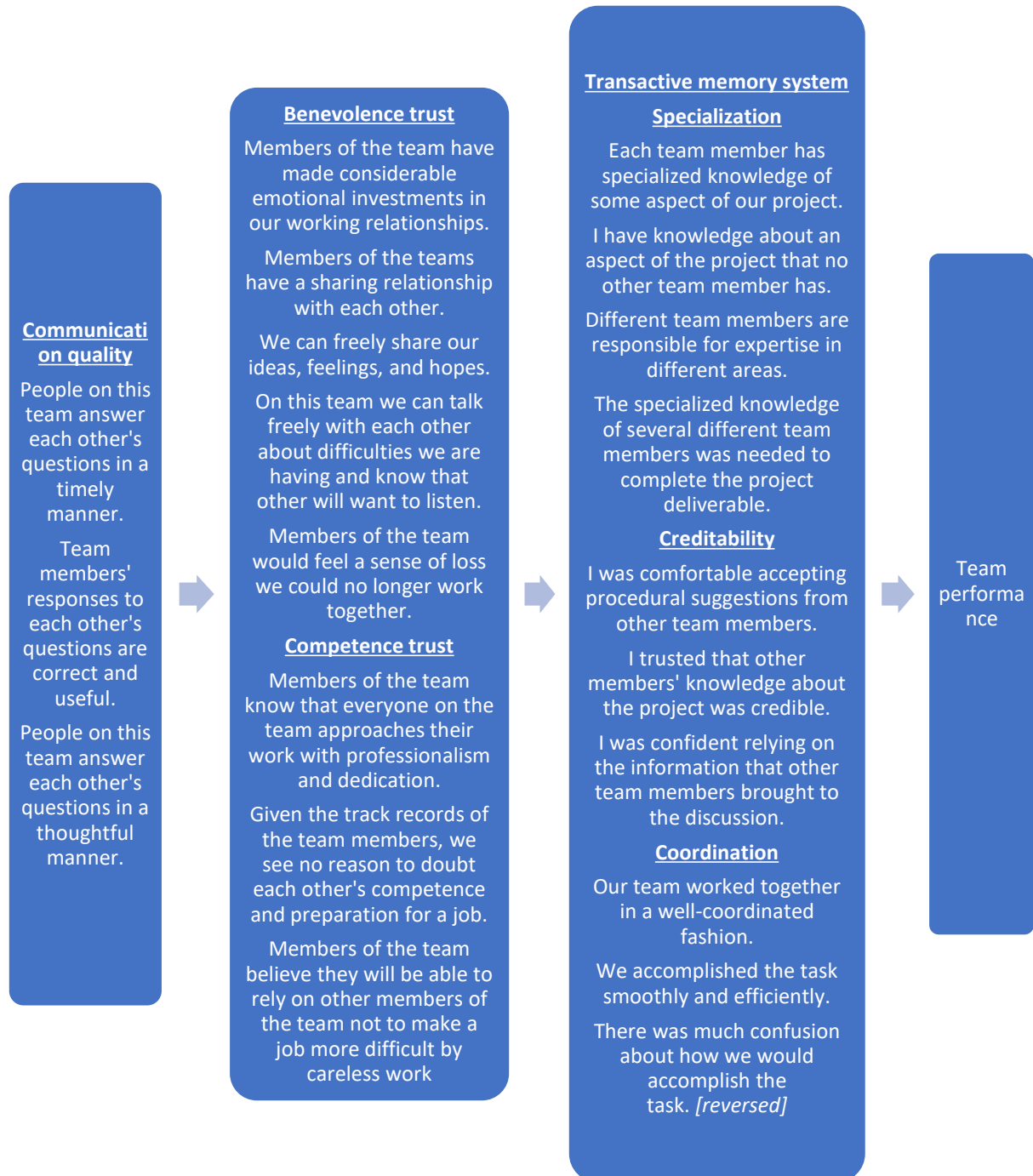
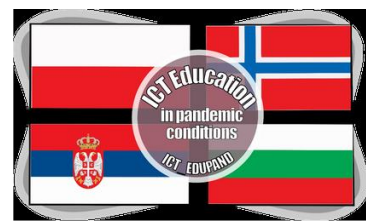


Figure 5. The example of simple word cloud

Tang, F. (2015), *When communication quality is trustworthy?* *R&D Management*, 45: 41-59.

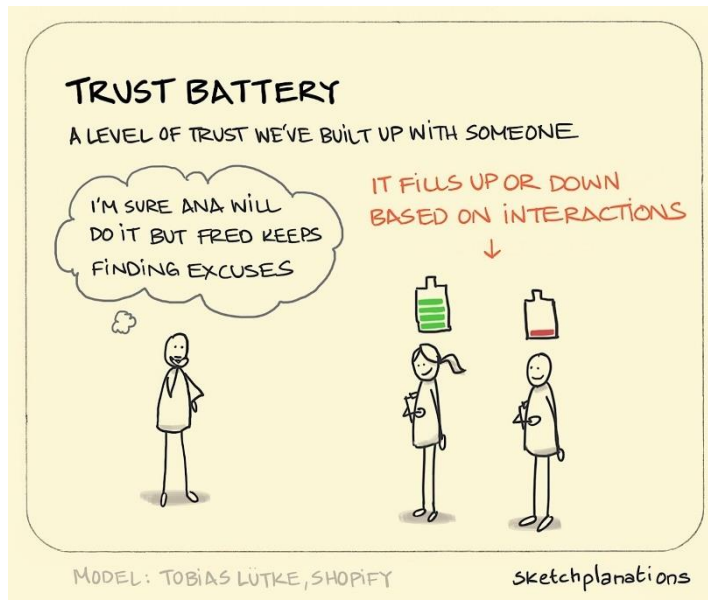
How to measure trust?

Scale for trust measurement – second example – 5 point scale

Item/Scale	1	2	3	4	5
1. Whether team members are honoring their commitments or renegotiating them when they can't keep them?					
2. That team members have clear and distinct expectations about goals and results?					
3. Do team members help each other?					
4. Do team members openly share the necessary information?					
5. Do team members say what they really think, even when they disagree with others?					
6. Whether team members openly admit and accept responsibility for the mistakes they have made?					
7. Whether team members avoid gossip and participation in unfair criticism of other people?					
8. Are team members confident in their abilities?					
9. Do team members recognize the abilities and skills of others?					
10. Do team members learn from each other?					

based on Reina D., Reina M. 2007, Building Sustainable Trust, OD Practitioner, 39(1) and A.Rudzewicz, Zaufanie w przedsiębiorstwie–znaczenie i pomiar, Zarządzanie i Finanse 15 (2, cz. 1), 291-304

Trust battery



<https://sketchplanations.com/the-trust-battery>

The trust battery:

- we trust each person to varying degrees
- everyone could start with different level
- every interaction – the battery level goes up or down (*Tobi Lütke*)

To trust or not to trust?



In today's uncertain, very dynamic and risky environment, companies should know who and under what conditions can be trusted. The point is not to distrust, but to decide how much to trust and how to build trust. What is essential is "wise trust" that is not associated with either excessive credulity or excessive suspicion. Wise trust combines the tendency to trust with the analysis of circumstances. 'Lack of trust comes with the greatest risk', which means that a low

propensity to trust and excessive caution is not the best solution at all, as it risks slowing down operations, increasing costs, and losing the opportunity to collaborate and achieve synergies.

- sweet spot of trust (Bidault, Castello 2010)
- wise trust (Covey, Merrill 2008)

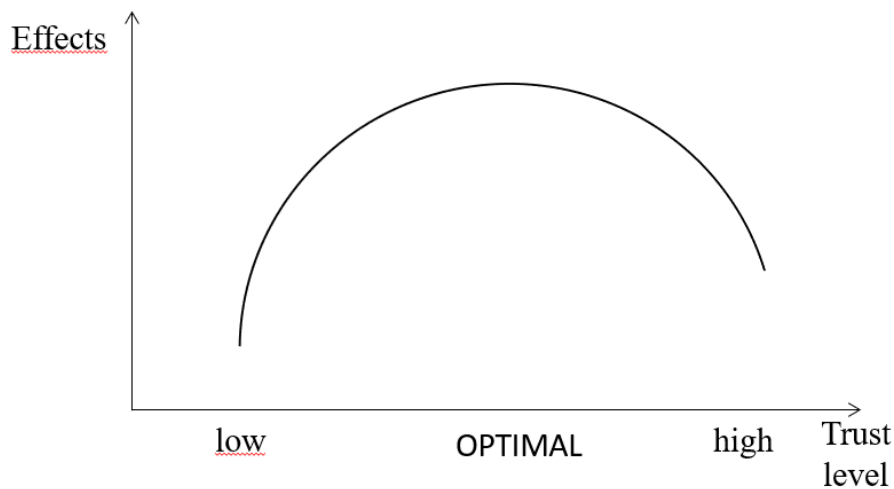


Figure 6. Optimal trust level

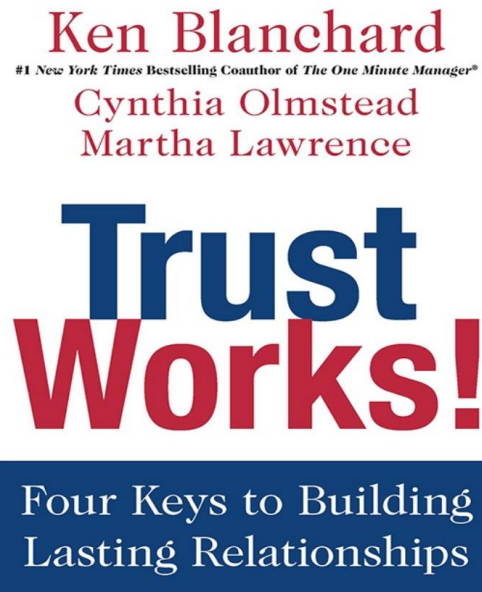
U. Ryciuk, *Zafanie międzyorgniazacyjne w łańcuchach dostaw w budownictwie*, PWN 2016.

Trust – some additional facts

- Trust is not static – it is established in time
- Trust lacks transitivity and symmetry
- Trust is measurable and could be build
- Trust lost is very difficult to restore
- Individual disposition to trust affects team trust (*Corbitt et al. 2004*)
- Trust must pay off (now or in the future) (*Hardin, 2009*)
- Maximum trust is not possible, optimal trust in given situation gives the best results
- Needed when future events become uncertain and parties remain dependant on each other (*Tschannen-Moran & Hoy 2003, McKnight 1998*)
- Trust is risky, but life without trust is the biggest risk

ABCD trust model

Read the book “Trust Works! Four Keys to Building Lasting Relationships” by Blanchard. Fill



test to assess your role as a leader or manager. In this role, how often do you behave in each of the listed ways?

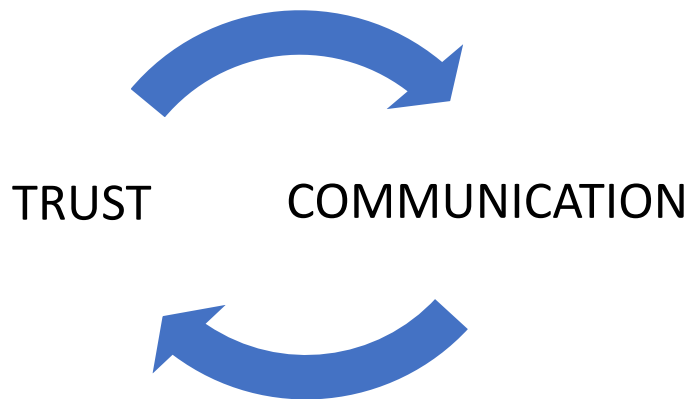
Able (demonstrate competence)

Believable (act with integrity)

Connected (care about others)

Dependable (maintain credibility)

The meaning of communication. Communication game



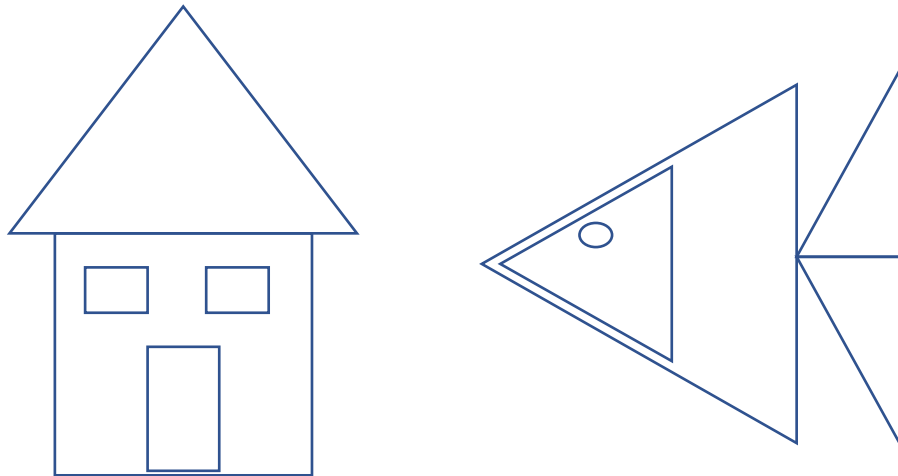
Communication affect trust and trust affect communication.

Communication



Group
activity

- 1) Please work in groups – 10 min.
- 2) One person from the group drawing something using only geometric figures: squares, rectangles, circles and triangles (examples below) and 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 in two rounds.
Round 1: Please do not ask and answer any question
Round 2: Group try to draw the same picture relaying on designer description but they can communicate.



Do the pictures from round 1 and round 2 differ? What round was easier? Why?

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

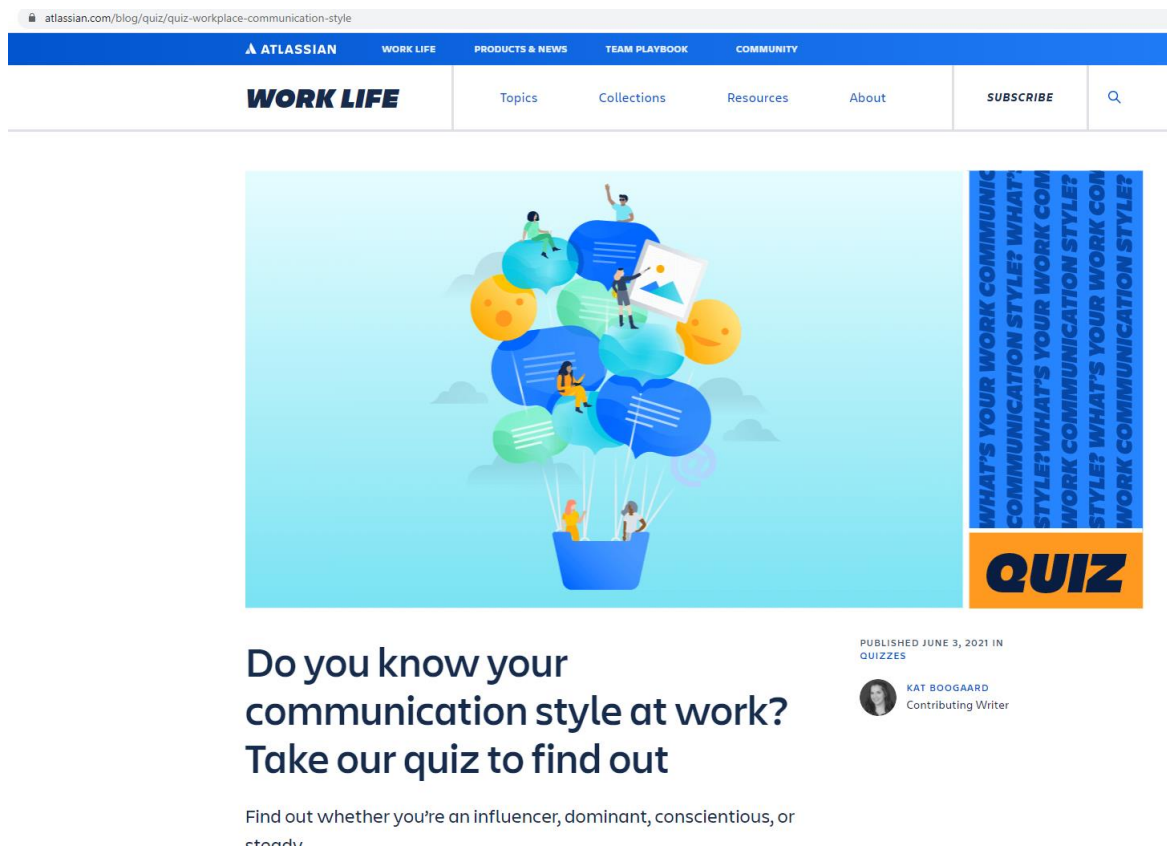
Communication vs personalities



Group
activity

Think how to plan communication in your group. Test communication styles of your team members using some tests. Use the results to evaluate the plan of communication.

Do you know your communication style? <https://www.atlassian.com/blog/quiz/quiz-workplace-communication-style>

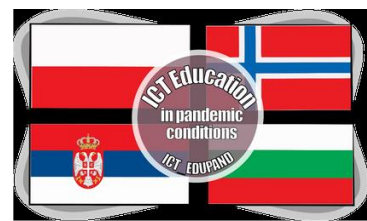


The screenshot shows the Atlassian blog interface. The top navigation bar includes 'ATLASSIAN', 'WORK LIFE', 'PRODUCTS & NEWS', 'TEAM PLAYBOOK', and 'COMMUNITY'. Below this, the 'WORK LIFE' section is active, with sub-links for 'Topics', 'Collections', 'Resources', and 'About'. A 'SUBSCRIBE' button and a search icon are also present. The main content area features a large illustration of people in a hot air balloon basket surrounded by colorful speech bubbles. To the right of the illustration is a vertical banner with the text 'WHAT'S YOUR WORK COMMUNICATION STYLE? WHAT'S YOUR WORK COMMUNICATION STYLE? WHAT'S YOUR WORK COMMUNICATION STYLE? WHAT'S YOUR WORK COMMUNICATION STYLE?' and a large 'QUIZ' button. Below the illustration, the headline reads 'Do you know your communication style at work? Take our quiz to find out'. A sub-headline says 'Find out whether you're an influencer, dominant, conscientious, or steady'. The article is published on June 3, 2021, by Kat Boogaard, a Contributing Writer.

Do you know your communication style?



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<https://communication-styles.com/communication-style-survey-instructions-html/>


communication-styles.com/communication-style-survey-instructions-html/

COMMUNICATION STYLES 2.0™

You Are Less Than 3 Minutes From Finding Your Communication Style!

Here's How To Get The Best Results

If You're In A Hurry, Just Click and Go!



- 1 Go Quickly**
If you sometimes have a difficult time choosing between words, that's OK! Just pick the first one that came to mind when you saw the choices.
- 2 Pick a Role**
You probably communicate differently in different situations, so pick a situation and make all of your word choices based upon that situation. Ex: work or home.
- 3 There Are No Right or Wrong Answers**
This isn't a test, so no choice is right or wrong, better or worse. Just answer truthfully for best results.

NEXT >
Click To Find Your Communication Style Now

By clicking the Next button you agree to our [Terms of Service](#) and [Privacy Policy](#).

Do you know your communication style?


<https://personalitylingo.com/free-communication-style-quiz/>

personalitylingo.com/free-communication-style-quiz/

Home Personality Resources Personality Training Material Find a Trainer Trainer Center About Contact

What's Your Communication Style?

Connector Planner Thinker Mover



Take this free COMMUNICATION STYLES QUIZ to find out!

When communicating, I like to:

- ☐ Be casual, playful
- ☐ Think before I speak
- ☐ Be specific and stay on track
- ☐ Take time to relate

After you have taken the free communication quiz and you know your most preferred (top) communication style, CLICK ON THE ICONS BELOW to learn more about how each of the styles communicate.

Myers-Briggs Personality Test - self-report questionnaire indicating preferences in the way of perceiving the world and making decisions.

Conclusions

- 1) There is no team without trust
- 2) 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
- 3) Communication is the key
- 4) Live and let live - Trust is risky, but life without trust is the biggest risk
- 5) Trust is not about winning is about win-win strategy

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Trust and communication between team members, 11th February 2022

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