

Why trust matters & its retention in times of crisis



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Staff Trust – A Key Component in Successful Public Service Reform. A Shared Learning Seminar for Public Service Leaders of Change
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Being a Guardians



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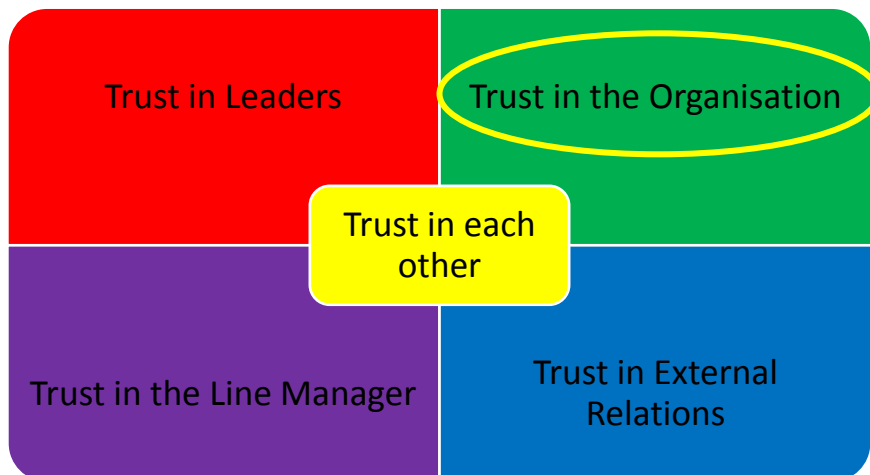
Our agenda today...

- Is it inevitable that trust is lost during downsizing?
 - Change and its impact
- What is trust?
- How is it built?
- Challenges of trust in the public sector

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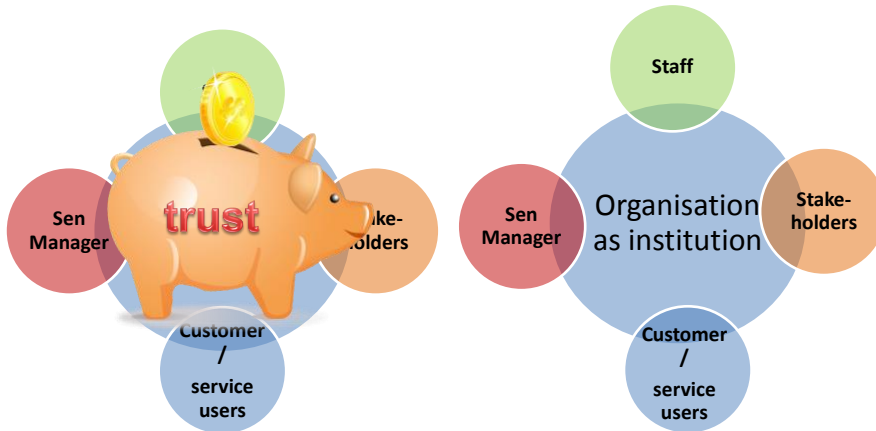


Key trust relationships Hope-Hailey et al 2012

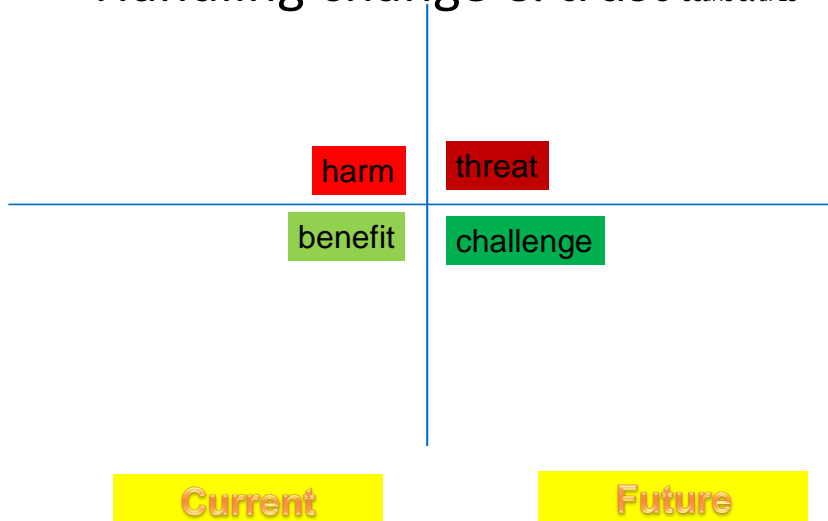




Why trust is more difficult in public sector organisations

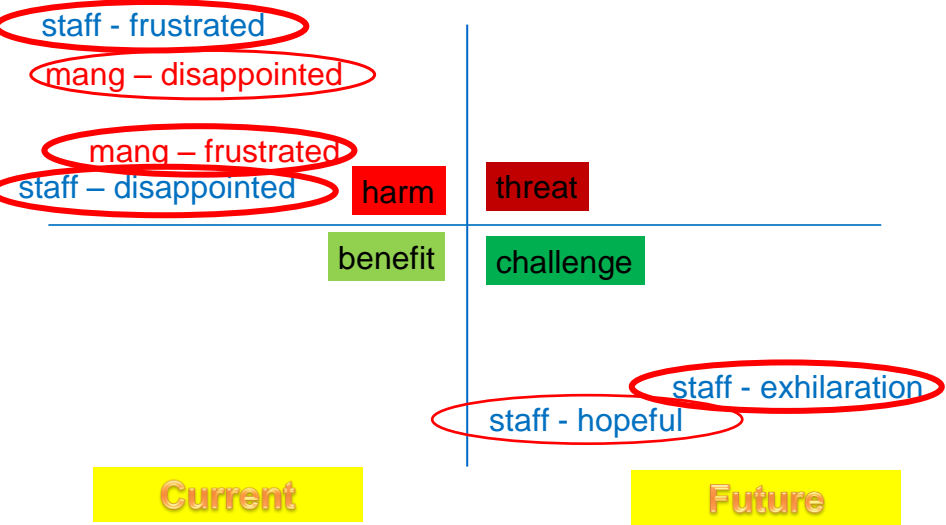


Handling change & trust Searle et al 15



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Comparing managers & staff Searle et al 15



Where are managers?

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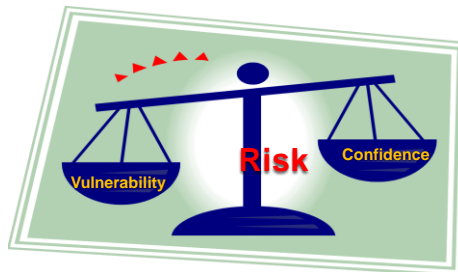




WHAT IS TRUST?

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What is trust?



- Trust is a 'willingness to be *vulnerable* to the actions of another party based on the *positive expectations* that the other will act *beneficially*, or at least *not inflict harm*, irrespective of any monitoring or control mechanism' (Mayer et al, 1995; Rousseau et al, 1998)

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Trust in essence.....

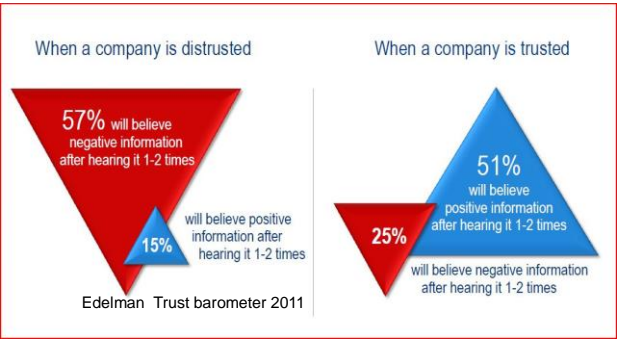


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Why does trust matter? Searle 2013



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Low trust

Low Distrust?



HOW IS TRUST BUILT?

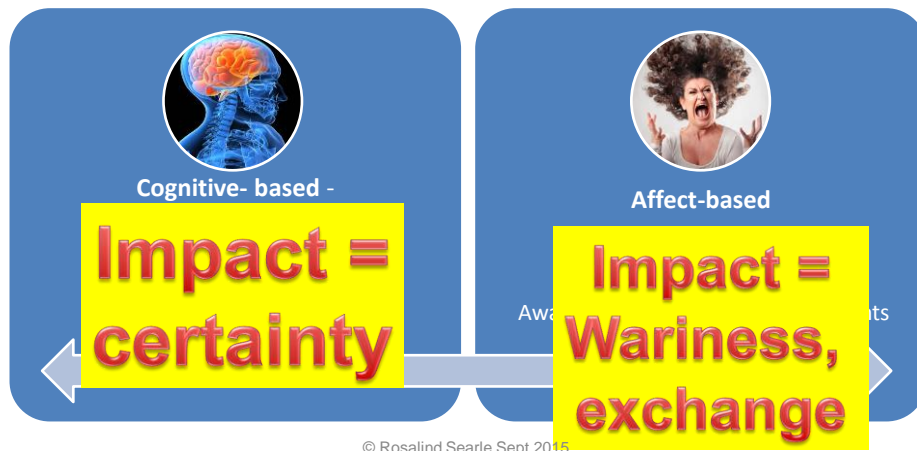
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Trust = trustworthiness

(Colquitt et al 2012; Searle et al 2014, 2015)

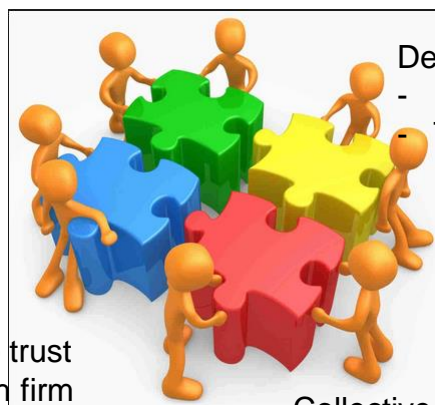
Confidence in...



Understanding trust in org

Org systems
& practices

Individuals
Propensity to trust
& identity with firm



Delivery through
- relationships
- Top & line managers

Collective Experiences –
trust focus – in/out/about

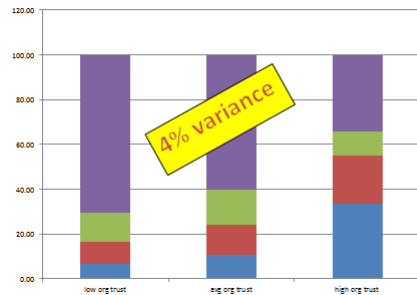
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Influencers on trust

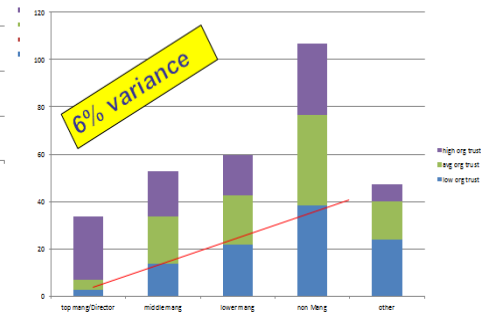
Hope-Hailey, Searle & Dietz, 12



Does size matter?



Status of respondent?



Take homes

- Trusting is based on experience
- Downsizing doesn't have to be trust reducing or decrease public service motivation
- Fair processes matter for current & future trust
- Care and respect matter & build trust
- Building a trust bank through open communication



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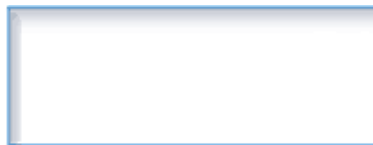
Trust arrives on foot



But leaves on horse back

What are the trust levels like in your organisation?

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Thank you & any questions

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