Overview of presentation

- Definition and assumptions
- Trust and social acceptability
- Trust and governance
- Factors that diminish trust
- Challenges to revitalizing trust

"No universally accepted scholarly definition of trust"

- Two necessary conditions:

  - Condition of <u>risk</u>
  - Condition of <u>interdependence</u>

"Trust…is…the expectation…that another's future actions will be beneficial, favorable, or at least not detrimental to one's interests"

Assumptions

- Dynamic and can co-exist with distrust
- Occurs at different scales:
  - Interpersonal
    - Honesty
    - Benevolence
    - Reciprocity
  - Institutional
    - Fairness

Assumptions

- Derives from group membership, repeated exchanges, credentials or rules
- Trust is hard to build, easy to lose

Functions of trust

- Enables cooperative behavior
- Promotes adaptive endeavors
- Reduces harmful conflict
- Decreases transaction costs
- Facilitates responses to crises

Social acceptability and trust

- Effective, sustainable policies must be:

  - Biophysically possible
  - Economically feasible
  - Socially acceptable

Factors affecting social judgments:

- Context

- Knowledge

- Visual impacts

- Planning and decisionmaking processes and…

- Inter-personal and institutional trust

When social acceptability cannot be achieved, legal and political remedies often are the only means of resolution

Trust, governance, and the NFP

- System of governance founded in distrust
- Public trust in institutions low
- Forest Conference prompted by low trust
- FEMAT and NFP steeped in distrust

How is trust lost?

- Over-reliance on contracts
- Role expectations in flux
- Abuse/misuse of power
- Incompetence, complacency

What challenges face us?

- Organization theory…relatively devoid of references to (how) organizations can build trust

Challenges?

- Fostering trust takes time
- Trust is important, but it's not the only factor
- Leadership and institutions matter

Challenges?

- Augment rule-based trust (laws, S&Gs) with building interpersonal trust

- Promote organizational stability and clear role expectations

Challenges?

- Seek opportunities for self-criticism
- Promote inter- and intra-organizational trust

Challenges?

- Promote norms of care within agencies and schools
- Distrust, like conflict, will always be with us
- Do what we say we'll do