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Anticipating Trust during Crisis: what do we know?

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What is a crisis?

- A crisis is a **serious threat** to the basic structures or the fundamental values and norms of a system, which under **time pressure** and **highly uncertain** circumstances necessitates making **critical decisions** (Boin et al., 2005)

How can we manage uncertainty

- Expecting the Unexpected? How Swat Officers and Film Crews Handle Surprises (Bechky & Okhuysen, 2011)
 - Organizational bricolage
 - Restructuring activities by role shifting
 - Reorganizing routines
 - Reassembling work
- Assumption: members are well-rehearsed and attuned to each other
- Not the case during crisis when working with external stakeholders

'No one knew what to do': power cuts bring chaos, connection and revaluation of digital dependency

People share their experiences of Monday's massive power outage across Spain, Portugal and parts of France that upended modern life



Spain, Portugal and some of south-west France suffered a massive power cut on Monday.
Photograph: Brais Lorenzo/EPA



Guardian graphic. Source: Nasa FIRMS

Contemporary crisis such as pandemics, natural disasters and systemic failures are increasingly complex, characterized by **uncertainty, urgency, and high interdependence between stakeholders** (Raetze et al., 2021)

The problem at hand

As crisis become **bigger, more common** and **more interconnected**

→ We are increasingly challenged to work with people/stakeholders we **didn't previously consider**



How do we work together on (temporary) projects?

- **Control** and **trust** are viewed as core aspects for building confidence among collaboration partners (Kalkman & de Waard, 2017)
- **Control**: a regulatory process by which the elements of a system are made more predictable through the establishment of standards in the pursuit of some desired objective or state (Leifer & Mills, 1996)
- The logic is that, through the establishment of proper **control mechanisms**, the attainment of desirable goals becomes more predictable (Das & Teng, 1998)
- **Problem**: the process of negotiating and establishing control mechanisms takes ~~time~~

What is trust?

- Mayer et al., 1995: The willingness of a party to be **vulnerable** to the actions of another party on the **expectation** that the other will **perform a particular action important to the trustor, irrespective of the ability to monitor or control** that other party

Conditions

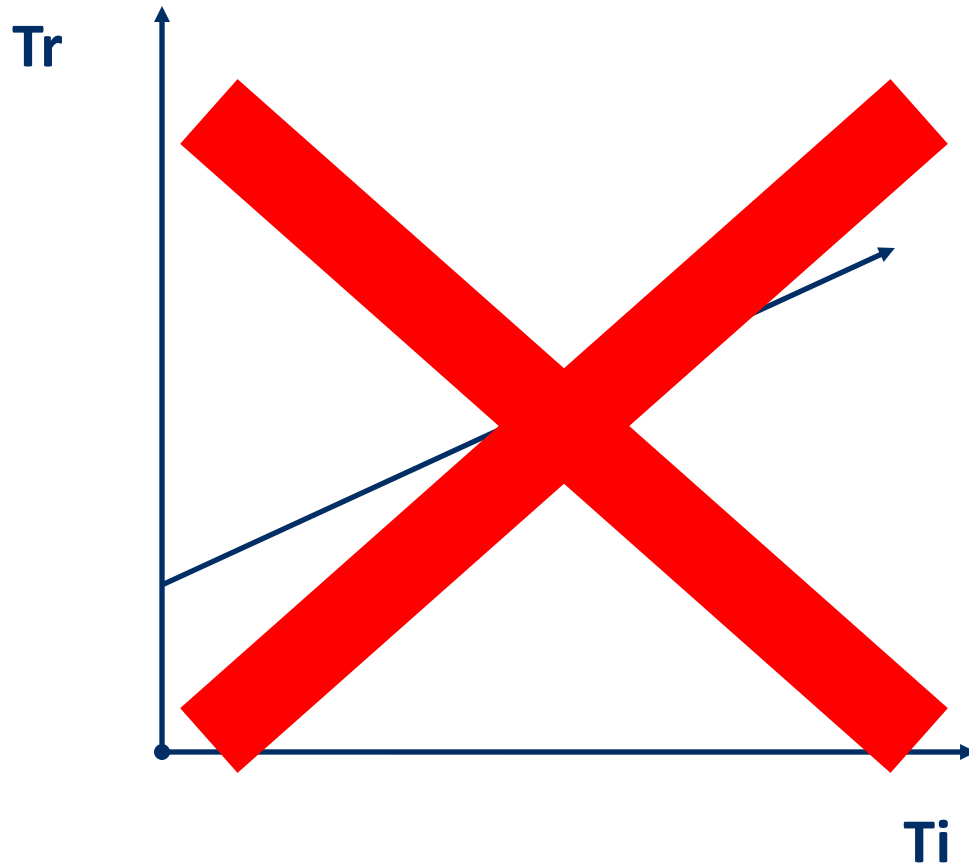
1. **Risk** is considered essential in psychological, sociological, and economic conceptualizations of trust (Coleman, 1990; Rotter, 1967; Williamson, 1993). The path-dependent connection between trust and risk taking arises from a reciprocal relationship: risk creates an opportunity for trust, which leads to risk taking.
2. **Interdependence**: where interest of one party cannot be achieved without reliance upon another (Rousseau et al., 1998).

Why do we need trust (during crisis)?

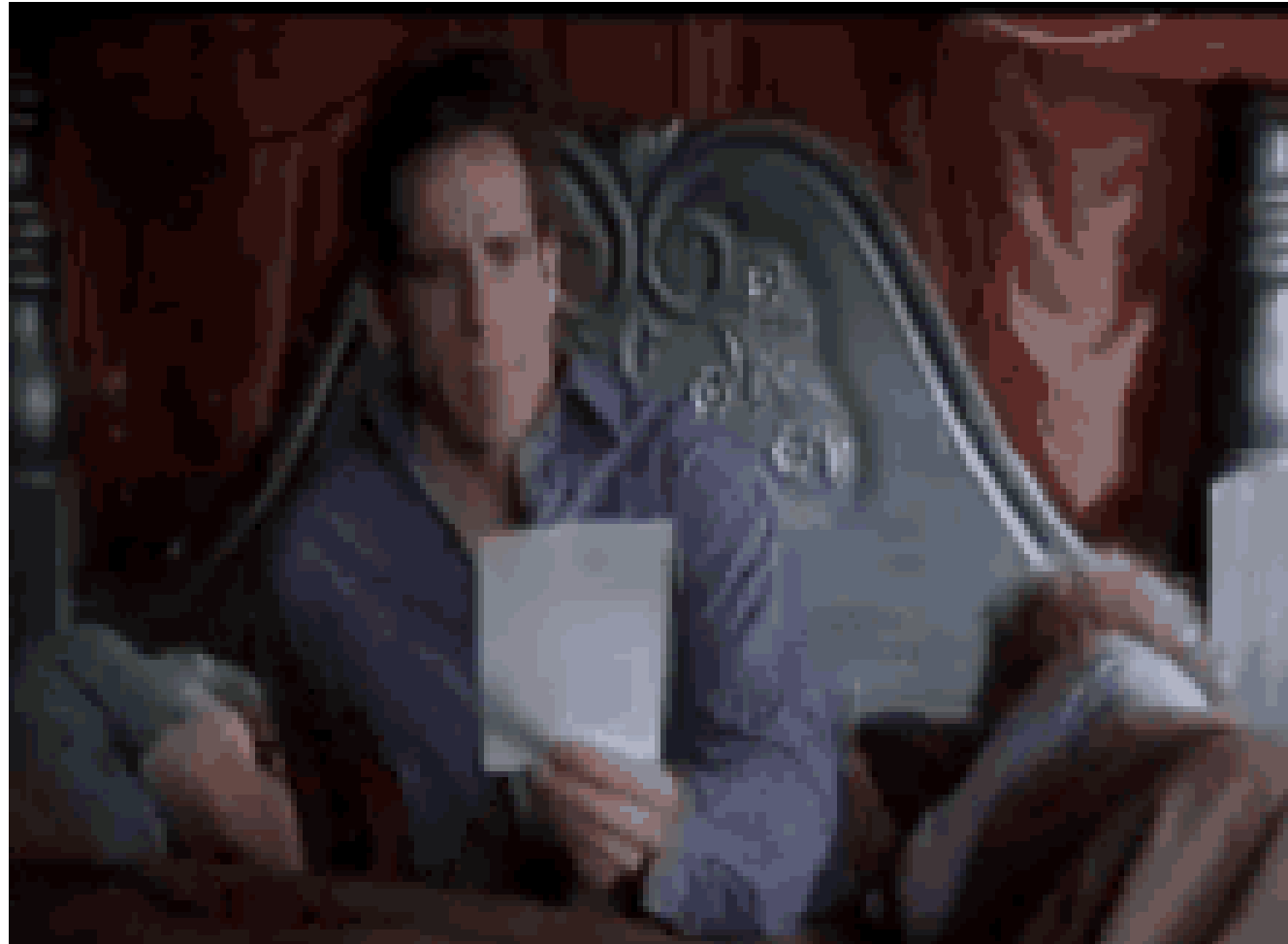
- **Decreased negotiation costs** and conflict (Zaheer et al., 1998)
- **Reduced transaction costs** (Dyer & Chu, 2003; Gulati & Nickerson, 2008)
- **Contract flexibility** (Faems et al., 2008)
- **Contract compliance** (Davies et al., 2011)
- **Positive interaction pattern** (Lado et al., 2008; Lui & Ngo, 2005)
- **Willingness to cooperate** (Stahl et al., 2011)
- **Continued and increased collaboration** (Jensen, 2003; Molhotra & Lumineau, 2011)

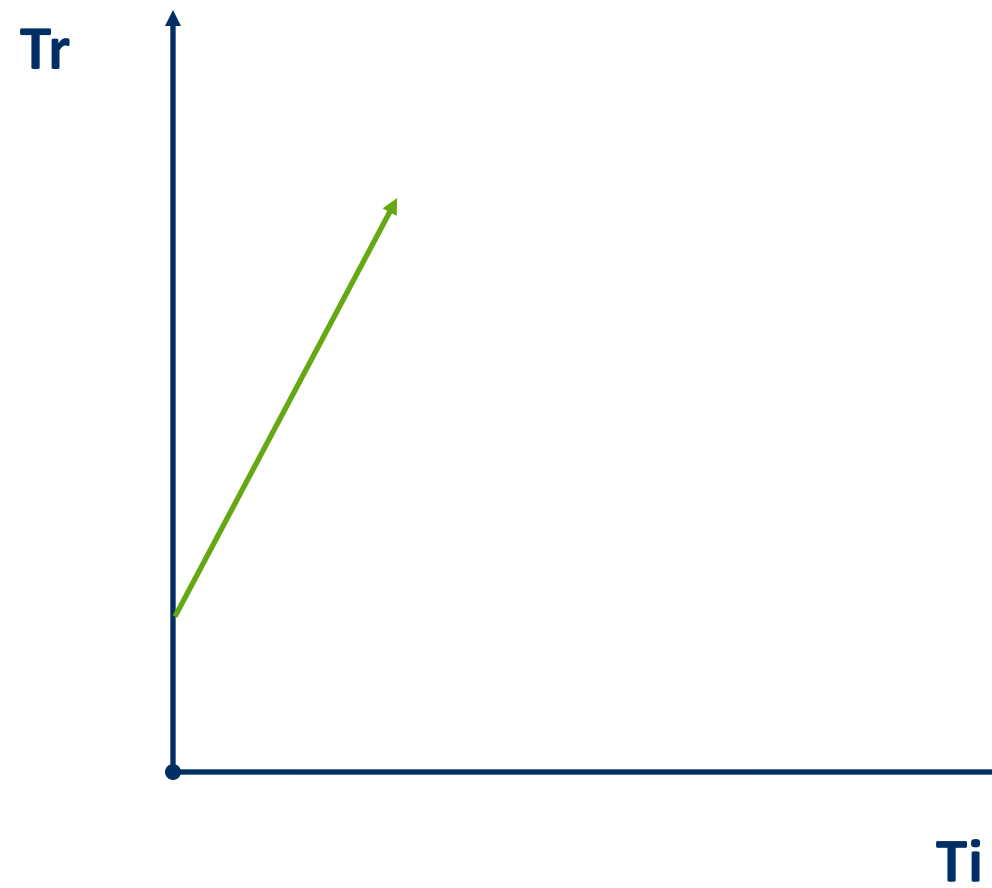
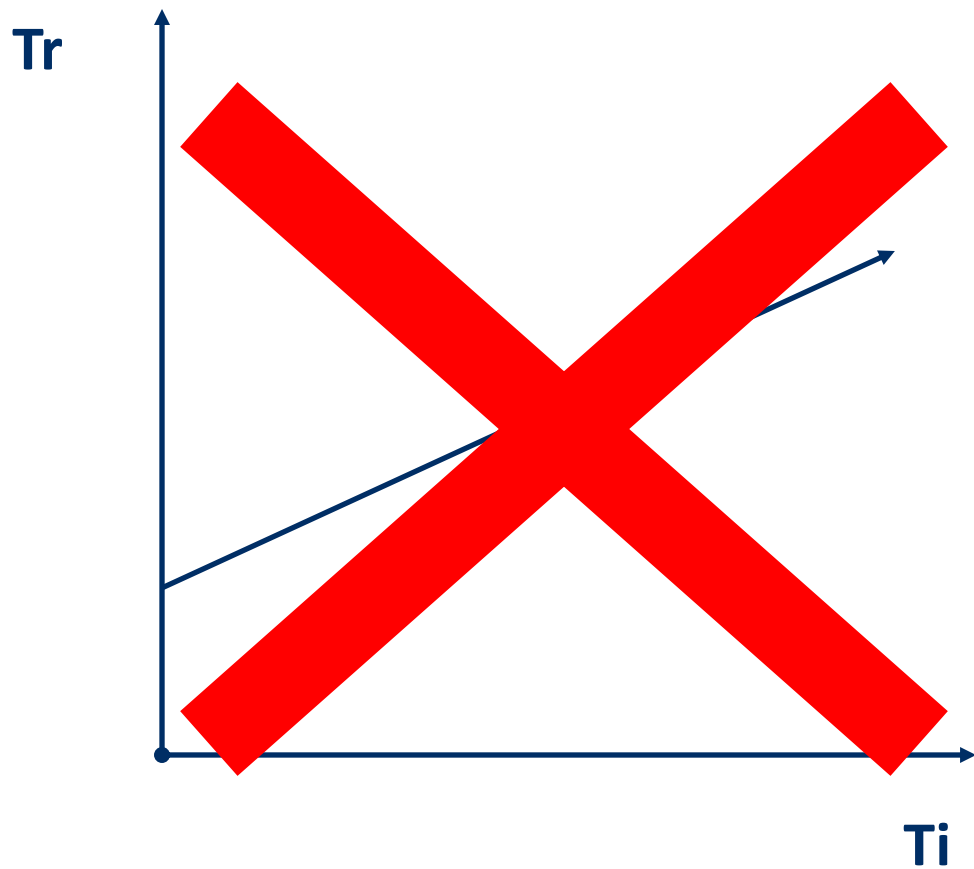
(Fulmer & Gelfand, 2012)

How do we built trust?



- **Deterrence-based trust:** belief that the cost of sanctions for trust violations is higher than the potential gains of opportunistic behavior
- **Knowledge-based trust:** behavioral predictability
- **Identification-based trust:** the highest order of trust assumes that one party has fully internalized the other's preferences (Shapiro et al., 1992)
- Problem: Trust between organizations is often regarded as something that develops and strengthens over ~~time~~ (Kramer, 1999; Mayer et al, 1995)





How do we built IO trust? Quickly!

- Temporary systems exhibit behavior that **presupposes trust**, yet traditional sources of trust – familiarity, shared experience, reciprocal disclosure, threats and deterrents, fulfilled promises, and demonstrations of nonexploitation of vulnerability – are not obvious in such systems (Meyerson et al., 1996)
- **Swift Trust** (Kroeger et al., 2020) is a form of trust that occurs in temporary organizational settings, **allowing members to quickly establish sufficient levels of confidence and cooperation** without relying on traditional trust mechanisms

Swift trust (Kroeger et al., 2020)

- **Roles**

- A function of role clarity complimenten by ‘within-role ability’

- **Institutional categories**

- E.g. insitutional memberships, profesional affilications and institutionally awarded qualifications

- **Trusting predispositions**

- Higher levels of generalized trust in people → constested as deeply context-bound

- **Shadow of the past and shadow of the future**

- Positive reputational information and greater likelihood of future collaboration

- **Active engagement**

- High level of activity (showing their true colours)

- **‘As if’ behaviour**

- Trust as a self fulfilling prophecy

What does this mean?

- If team members are selected from the 'right' networks and assigned **clear and complementary roles**, ideal **preconditions** are created for swift trust to arise (Kroeger et al., 2020)
- Data indicates that liaison officer's require clarity of their **own role** and also **other roles** of liaison officers from different agencies. This was considered as an important contributing factor to the success of multi-agency coordination when working a strategic-level emergency operations centre (Curnin et al., 2015)
- **Swift trust** is most influenced by **conditions** which are determined **before** the team members meet for the first time

What does this mean?

- If we **pre-design temporary organizations** so actors (especially liaison officers) (1) have crystal-clear roles and interfaces *and* (2) get **early opportunities to demonstrate competence within those roles**, we can **accelerate swift trust** in crises
 - Scenario planning/concept planning increases recognition
 - Clearly (visibly) define role tasks
 - Verify if everyone is familiar with each others tasks/resources
 - Distribute (meaningful) tasks early on



Thank you!