In God we trust. All others must bring data.

- W. Edwards Deming

Poll #1: On a scale of 1-10, how much do you trust your NASA colleagues?

Trust: One Useful Definition

"…an expression of confidence…that they will not be harmed or put at risk by the actions of the other party

or

confidence that no party to the exchange will exploit the other's vulnerability."

(Derived from Mayer, R. C., Davis, J. H., & Schoorman, F. D., "An Integrative Model of Organizational Trust," *Academy of Management Review* 20(3), 1995, 709-734.)

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Trust and Trustworthiness

TRUST

"If this person says the task will be done on time,   I am confident it will be done on time."

TRUSTWORTHY

"If I say the task will be done on time, you can confident it will be done on time."

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"When companies explained failures in their annual reports, those that pointed to internal and controllable factors had higher stock prices one year later than those that pointed to external and uncontrollable factors."

(Noah J. Goldstein, Steve J. Martin, and Robert Cialdini, *Yes! 50 Scientifically Proven Ways to Be Persuasive*
(New York: Free Press, 2008), 122.)

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Quick HITS
Hot Issues and Topics Series

Practical Trust

I have confidence that you'll do what you say.

Emotional Trust

I share thoughts and feelings with you just like I would with a friend outside of work.

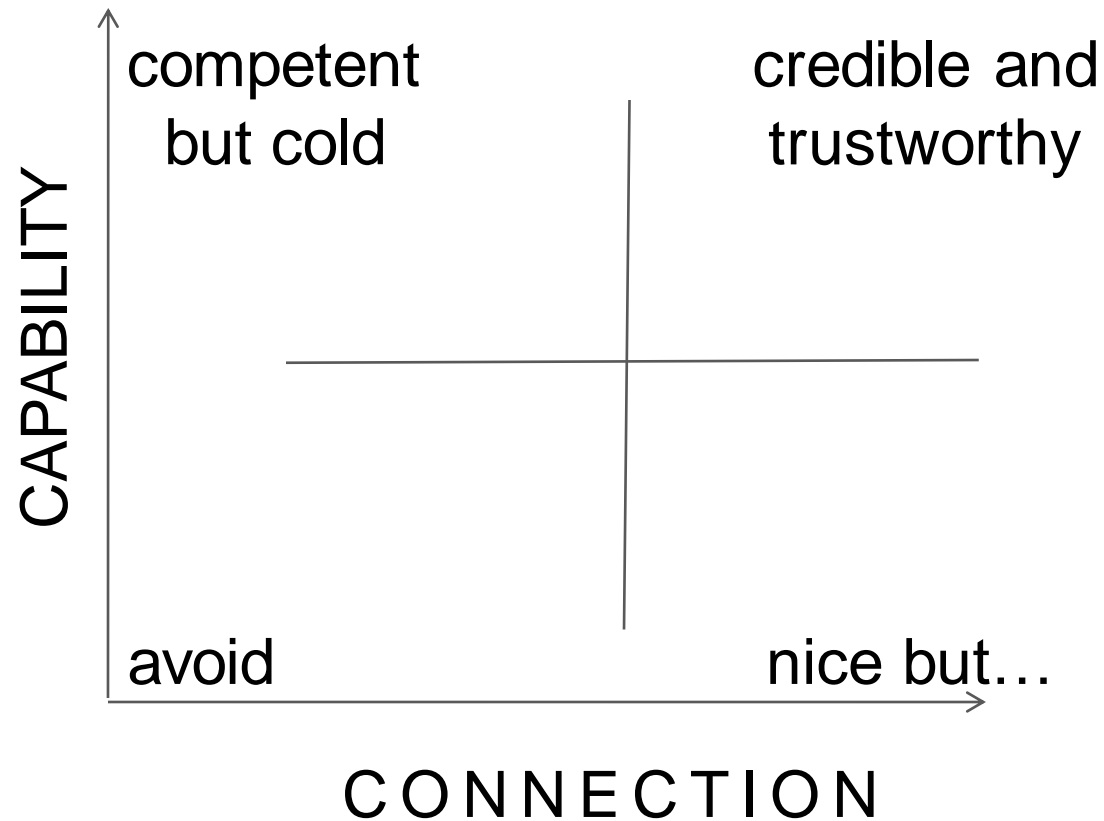Adapted from Maggie Wooll, "How to Build Trust in the Workplace: 10 Effective Solutions," https://www.betterup.com/blog/how-to-build-trust

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Trust and How Others Judge Us

CAPABILITY (vertical axis)

CONNECTION (horizontal axis)

- competent but cold (top left)
- credible and trustworthy (top right)
- avoid (bottom left)
- nice but… (bottom right)

(Neffinger and Kohut, *Compelling People*: *The Hidden Qualities that Make Us Influential,* Plume, 2014.)

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Trust vs. Psychological Safety

Practical Trust	Psychological Safety
Interpersonal level	Group level
Focused on others	Focused on self
"If this person says the task will be done on time, I am confident it will be done on time."	"If I say this, I won't be criticized or face retribution."
They get the benefit of the doubt	I get the benefit of the doubt

Derived from Edmondson, Amy C., Roderick M. Kramer, and Karen S. Cook, "Psychological Safety, Trust, and Learning in Organizations: A Group-Level Lens," in *Trust and Distrust in Organizations: Dilemmas and Approaches* (NY, NY: Russell Sage Foundation, 2004), 239-272.

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The Difference Trust Makes

Compared with people at low-trust companies, people at high-trust companies report:

- 74% less stress
- 106% more energy at work
- 50% higher productivity
- 13% fewer sick days
- 76% more engagement
- 29% more satisfaction with their lives
- 40% less burnout

(Paul J. Zak, "The Neuroscience of Trust," *Harvard Business Review* January-February, 2017, https://hbr.org/2017/01/the-neuroscience-of-trust)

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Quick HITS
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Netflix Policies
for Expensing, Entertainment,
Gifts & Travel:

"Act in Netflix's Best Interest"

(5 words long)

NETFLIX

75

("Netflix Culture: Freedom & Responsibility", p. 75 : https://www.slideshare.net/reed2001/culture-1798664#9)

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S E R V I C E S

Knowledge sharing depends on trust:

- Will this person reciprocate if I need assistance (or pay it forward)?

- Will I get credit if the person I help uses my ideas?

- Will my generosity lead to more queries?

(Hoffman, Kohut, and Prusak, *The Smart Mission*, MIT Press, 2022)

Poll #2: On a scale of 1-10, how much do you trust your contractor partners?

On LCROSS, trust grew out of a shared understanding of the way both organizations traditionally operated:

"We talked plainly about budgets. We talked plainly about the NASA construct, and then we talked plainly about how hard it is to move NG's heavy institution. **I was not holding anything back in terms of what I was sharing with them, and I think that set a tone within NG [so] that they behaved similarly.**"

- Dan Andrews, LCROSS Project Manager

(Stephenson and Kohut, "Moon Mission on a Shoestring," ASK Magazine 39, July 15, 2010, https://appel.nasa.gov/2010/07/15/moon-mission-on-a-shoestring/)

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Poll #3: On a scale of 1-10, how much do you trust your international partners?

Trust and International Partners

"We had almost ten years of working with the Russians before *Columbia*.…you couldn't immediately have gone to that dependence and interaction without some lower-level, non-risky interaction that built confidence before the crisis. **You almost have to stage the relationship such that you learn and gain this trust.**"

- William Gerstenmaier, former Associate Administrator, Human Exploration & Operations

(Don Cohen, "Global Collaboration," in Hoffman, Kohut, and Prusak, *The Smart Mission*, MIT Press, 2022)

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Trust-Building: More Tea

1. Advice to a CEO

2. Bob and Linda

(photo: #WOCinTech Chat)

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Honor your commitments.

What can you do differently today
to put this into practice?

Be consistent.

What can you do differently today
to put this into practice?

Be transparent.

- Say what you mean clearly and concisely.

- No surprises.

- Practice active listening to clarify what others heard and reach a common understanding.

Practice personal accountability.

- Own your mistakes.
- Tell them what you'll do differently next time.

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Be helpful.

What can you do differently today
to put this into practice?

Give people the autonomy to do their work on their terms.

What can you do differently today
to put this into practice?

Build relationships for the long haul.

- Prioritize getting to know your colleagues.
- Make time to socialize and share meals together.
- Cameras on in virtual meetings.

Show people that you're interested in them.

- Ask friendly questions and listen.

- Share things that *they* might find interesting or useful.
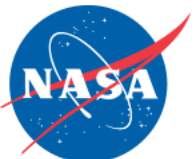
Show appreciation when someone performs well, helps others, or behaves admirably.

What can you do differently today
to put this into practice?

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When in doubt, be human.

Resources/Reading List

Amy C. Edmondson, Roderick M. Kramer, and Karen S. Cook, "Psychological Safety, Trust, and Learning in Organizations: A Group-Level Lens," https://www.researchgate.net/profile/Amy_Edmondson/publication/268328210_Psychological_Safety_Trust_and_Learning_in_Organizations_A_Group-level_Lens/links/5488c5460cf268d28f08fef8.pdf

Ed Hoffman, Matthew Kohut, and Larry Prusak, *The Smart Mission: NASA's Lessons for Knowledge, People, and Projects* (MIT Press, 2022).

Maggie Wooll, "How to Build Trust in the Workplace: 10 Effective Solutions," https://www.betterup.com/blog/how-to-build-trust

Paul J. Zak, "The Neuroscience of Trust," *Harvard Business Review* January-February, 2017, https://hbr.org/2017/01/the-neuroscience-of-trust

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