

Contents

	Contributors	xi
Chapter 1	Trust and Distrust in Organizations: Dilemmas and Approaches <i>Roderick M. Kramer and Karen S. Cook</i>	1
PART I	TRUST AND HIERARCHY	19
Chapter 2	Trust in Leaders: Existing Research and Emerging Issues <i>Kurt T. Dirks and Daniel P. Skarlicki</i>	21
Chapter 3	Supervisors as Trust Brokers in Social-Work Bureaucracies <i>John Brehm and Scott Gates</i>	41
Chapter 4	Trust and Distrust in Patient-Physician Relationships: Perceived Determinants of High- and Low-Trust Relationships in Managed-Care Settings <i>Karen S. Cook, Roderick M. Kramer, David H. Thom, Irena Stepanikova, Stefanie Bailey Mollborn, and Robin M. Cooper</i>	65
Chapter 5	Monitoring, Rules, and the Control Paradox: Can the Good Soldier Švejk Be Trusted? <i>Gary J. Miller</i>	99
Chapter 6	Commitment, Trust, and Worker Effort Expenditure in Organizations <i>John M. Darley</i>	127

PART II	TRUST AND DISTRUST IN TEAMS AND NETWORKS	153
Chapter 7	Will Security Enhance Trust Online, or Supplant It? <i>Helen Nissenbaum</i>	155
Chapter 8	Architects of Trust: The Role of Network Facilitators in Geographical Clusters <i>Bill McEvily and Akbar Zaheer</i>	189
Chapter 9	Trust in Context: The Development of Interpersonal Trust in Geographically Distributed Work <i>Roxanne Zolin and Pamela J. Hinds</i>	214
Chapter 10	Psychological Safety, Trust, and Learning in Organizations: A Group-Level Lens <i>Amy C. Edmondson</i>	239
PART III	CHALLENGES TO SECURING AND SUSTAINING TRUST	273
Chapter 11	Managing Images of Trustworthiness in Organizations <i>Kimberly D. Elsbach</i>	275
Chapter 12	Paradoxes of Trust: Empirical and Theoretical Departures from a Traditional Model <i>J. Keith Murnighan, Deepak Malhotra, and J. Mark Weber</i>	293
Chapter 13	Untangling the Knot of Trust and Betrayal <i>Sandra L. Robinson, Kurt T. Dirks, and Hakan Ozcelik</i>	327
Chapter 14	Power, Uncertainty, and the Amplification of Doubt: An Archival Study of Suspicion Inside the Oval Office <i>Roderick M. Kramer and Dana A. Gavrieli</i>	342
	Index	371