

Contents

<i>List of figures</i>	vii
<i>List of tables</i>	ix
<i>Acknowledgements</i>	xi
1 Introduction	1
2 Foundations for a theory of trust building	11
3 Methodology	31
4 Creating a trust-enhancing organizational context	43
5 Building interpersonal trust	81
6 Dealing with trouble	106
7 Conclusions	145
Appendix A: research design	158
Appendix B: trust-building actions	172
<i>References</i>	176
<i>Index</i>	185

Figures

2.1	Interactive trust-building process	16
2.2	Types of overall relational signals	22
3.1	Overview of research design	34
4.1	Distribution of level of trust building	53
5.1	Hypothesized structure of theoretically derived categories for trust-building actions	99
5.2	Results for hypothesized structure of theoretically derived categories for trust-building actions	100
5.3	Results for modified structure of theoretically derived categories for trust-building actions	102
6.1	<i>Ex post</i> evaluation of event and impact on relationship	112
6.2	Hypothesized core model for the study of impact of trouble on trust in relationship	115
6.3	Hypothesized complete model for the study of impact of trouble on trust in relationship	116
6.4	Distribution of impact of trouble event on trust in relationship	118
6.5	Distribution of total action of lead player	119
6.6	Distribution of total reaction of other player	120
6.7	Distribution of evaluation of trouble event	121
6.8	Distribution of severity of trouble	122
6.9	Distribution of strength of interdependence	123
6.10	Modified core model: Krauthammer	127
6.11	Modified core model: Deerns	128
6.12	Modified complete model: Krauthammer	130
6.13	Distribution of first action of lead player	139

Tables

1.1	The importance of trust: literature overview	2
4.1	Krauthammer's values and related principles	55
4.2	Number of items mentioned during 'thermometer 2000' meetings	56
4.3	Congruence of espoused values with theories-in-use: Krauthammer	57
4.4	Deerns's values and related principles	59
4.5	Congruence of espoused values with theories-in-use: Deerns	63
4.6	Categories of functional interdependencies and strength of interdependence	72
5.1	Trust-building actions	82
5.2	Occurrence of trust-building actions	85
5.3	Effects of gender, age and tenure on trust-building actions	91
5.4	Social desirability check for trust-building actions	94
5.5	Reliability of theoretically derived categories for trust-building actions	97
5.6	Exploratory factor analyses of theoretically derived categories plus one action	97
5.7	Descriptive statistics and intercorrelations of theoretically derived categories for trust-building actions	98
5.8	Comparison of fit indices between CFA models with theoretically derived categories	101
6.1	Characteristics of different trouble strategies	110
6.2	Correlation matrix of 'trouble' variables	124
6.3	Comparison of goodness of fit indices between trouble models	126
6.4	Analysis of trouble event between George and Charles (Krauthammer)	131
6.5	Analysis of trouble event between Mark and Stephen (Krauthammer)	132
6.6	Analysis of trouble event between William and Ray (Deerns)	134
6.7	Analysis of differences in coding for public trouble events at Krauthammer with more coders	135
6.8	Description of vignettes	136
6.9	Survey analysis of trouble strategies	138
6.10	Comparison of analyses	140

A2.1	Sample for interviews and survey	160
A2.2	Overview of observed meetings	162
A2.3	Overview of documents used	164
B.1	Correlations of trust-building actions: Krauthammer	172
B.2	Correlations of trust-building actions: Deerns	174