The Problem

- Alternate “Facts” and Fake News
- Increased Exposure to Global Dissonance
- Connection – Isolation Paradox

The Result: Winning trust in today’s world is increasingly difficult but increasingly important
Agenda

✓ What is trust?
✓ Why is trust important?
✓ How can we build trust?
✓ What are some practical examples?
✓ What are some of the limitations?
✓ Questions
Trust

“A psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another”
Levels of Trust

<table>
<thead>
<tr>
<th>Perception</th>
<th>Distrust</th>
<th>Conditional Trust</th>
<th>Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavior is Unpredictable/ Possibly Damaging</td>
<td>Behavior is predictable/ Inference of good Intentions</td>
<td>It is safe to form a permanent bond and social attachment</td>
<td></td>
</tr>
<tr>
<td>Brain Structures</td>
<td>Paracingulate Cortex, Amygdala, Brainstem, Insular Cortex</td>
<td>Paracingulate cortex, Ventral Tegmental Area</td>
<td>Caudate nucleus, putamen, anterior paracingulate cortex, septal area, orbital frontal cortex</td>
</tr>
<tr>
<td>Neuro-chemistry</td>
<td>Testosterone, Vasopressin</td>
<td></td>
<td>Oxytocin</td>
</tr>
</tbody>
</table>

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Why is Trust Important?

- Trust can increase capacity
- Trust can expand influence
- Trust can help resolve conflict
- Trust can overcome cultural differences
How Can We Build Trust?
Research Study

- Qualitative, grounded theory methodology
- Analysis of 2,515 transcribed interviews of soldiers deployed to Iraq or Afghanistan over a five year span (2008 – 2012)
- Refined model based on subject matter expert interviews
- Constructed a generalized model of the use of confidence-building measures
A Model for Building Trust

TRUST

Context
- Activities that demonstrate positive intention

Confidence Building Measures
- Exchanging information, ideas, and perspectives

Time
- Activities that improve interpersonal connections

Physical

Communication

Relationship

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Understanding Context

- Cultural differences
- Safety of the situation
- Previous experience
- Conditional trust
- Initial distrust
- Personal abilities
Time

✓ A critical factor
✓ Time to build trust usually ranges from a few weeks to seven months
✓ Trust usually takes a on average 2-3 months to build
✓ If the people involved in the situation overcome a crisis together trust tends to build faster
## Practical Examples

<table>
<thead>
<tr>
<th>Physical</th>
<th>Communication</th>
<th>Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Conducting partnered activities</td>
<td>✓ Opening lines of communication</td>
<td>✓ Sharing food or drink</td>
</tr>
<tr>
<td>✓ Sharing experiences</td>
<td>✓ Using interpreters as cultural advisors</td>
<td>✓ Building rapport</td>
</tr>
<tr>
<td>✓ Meeting physical needs</td>
<td>✓ Using the native language</td>
<td>✓ Getting to know people personally</td>
</tr>
<tr>
<td>✓ Maintaining an unthreatening posture</td>
<td>✓ Having meetings</td>
<td>✓ Having positive social interactions</td>
</tr>
<tr>
<td>✓ Sharing risk</td>
<td>✓ Asking questions</td>
<td>✓ Overcoming challenges together</td>
</tr>
<tr>
<td>✓ Participating in physical activities</td>
<td>✓ Listening</td>
<td>✓ Showing respect</td>
</tr>
<tr>
<td>✓ Conducting discovery actions</td>
<td>✓ Handling requests</td>
<td>✓ Understanding personalities</td>
</tr>
<tr>
<td>✓ Having the other party lead activities</td>
<td>✓ Keeping promises</td>
<td>✓ Displaying patience</td>
</tr>
<tr>
<td></td>
<td>✓ Providing answers</td>
<td>✓ Making amends</td>
</tr>
<tr>
<td></td>
<td>✓ Acting as an intermediary</td>
<td>✓ Interacting as peers</td>
</tr>
</tbody>
</table>

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Limitations

✓ Every situation and every individual is unique

✓ There is no real substitute for a deep understanding of culture

✓ What has worked in the past may not work in the future
Thanks!

Any questions?

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References


