Index

ability dimension, trustworthiness 25
action, trust requirement for 4
affect-based trust 52–3, 79
age, trust-building actions 90–92
agency theory 8
alignment of interests, removal of distrust 18–19
ambiguity, need for trust 1, 2
ambiguous reaction, to trouble 109
empirical results 120
ambiguous relational signals 21–2
avoidance of 22
performance-contingent reward system 51
ambiguous voice strategy 108, 110
empirical results 119, 139, 140
‘anchoring and adjustment’ heuristic 23
appropriate behaviour, culture dependence 26
‘art of voice’ 45
assistance, see help and assistance
asymmetries, complexity of trust 5
‘Atmosphere’ value, Deerns 59, 61, 62
attraction–selection–attrition (ASA) theory 44
attribution, trust and trouble analysis 129–33
‘availability’ heuristic 23
behaviour, see human behaviour
Behavioural Trust Inventory 154
being open 82, 83
about motives
effects of gender, age and tenure 91
occurrence 85
social desirability check 93, 95
about task problems
effects of gender, age and tenure 90, 91
occurrence 85, 86
social desirability check 94
belief, trust as 15
benevolence, trustworthiness 25
betrayal, experiences of 5
bias
in seeing others’ actions as well intended 82, 83
effects of gender, age and tenure 91
occurrence 85, 88–9
social desirability check 93, 95, 96
verification meetings 166
bonuses 51, 52
bounded rationality 11, 12
bureaucratic control 46, 47, 69
Deerns 68, 69
Krauthammer 67, 68
care and concern for others, showing 82
effects of gender, age and tenure 90, 91
occurrence 85, 87
social desirability check 94
care and concern for others, showing
change, assisted through trust 1, 2
choice, trust as 14
clan control 46
client satisfaction, Krauthammer 56–7, 67
counsel–counsellor relationships, Krauthammer 65, 87–8
cognition-based trust 52, 53, 79
cognitive distance 157
cognitive familiarity 5, 24
communication difficulties, Deerns 61–2
competencies 25
compliments
giving at a private meeting
effects of gender, age and tenure 91
importance in trust-building 148
occurrence 85, 86
social desirability check 94
Index

- paying at a public meeting
- effects of gender, age and tenure
  - 90, 91
- importance in trust-building
  - 148
- occurrence
  - 85, 86
- social desirability check
  - 94
- configurations
  - Deerns 41
  - Krauthammer 39
- confirmatory factor analysis
  - trust-building actions
    - 98–101
- conflict, and cooperation
  - 6
- conflict resolution, increased through trust
  - 1, 3
- confusions, about trust
  - 4
- congruence of espoused values with theories-in-use
  - 44
  - Deerns 60–63
  - Krauthammer 57
- congruent psychological contracts
  - personal bonds
    - 51
- construct validity
  - 169
- constructive feedback
  - 83
  - Krauthammer 56
- constructive reaction, to trouble
  - 109, 111
- empirical results
  - 120
- constructive voice strategy
  - 108, 110
- empirical results
  - 119, 139, 140, 149
- context dependency, human behaviour
  - 12–13
- contextual level analysis
  - interpersonal trust research
    - 31–2
- continuous professional development
  - 52
- contractual devices
  - reduced need through trust
    - 2, 3
- control
  - effective informal
    - 28
  - organizational obsession with
    - 6
  - trust-enhancing organizational context
    - 20, 45–7
    - Deerns 68–9, 70
    - Krauthammer 67–8, 79
- cooperation
  - and conflict
    - 6
  - fostered through trust
    - 1, 3
  - future research avenue
    - 156–7
  - third-party effects
    - 48–9
- coordination mechanisms
  - Krauthammer
    - 38
- corporate interest
  - 47
- corporate universities
  - interpersonal trust-building
    - 151
  - Krauthammer
    - 66, 79–80, 151
- counsel, seeking from others
  - 82, 83
- effects of gender, age and tenure
  - 91
- occurrence
  - 85
- social desirability check
  - 93, 94
- creativity, assisted through trust
  - 1, 3
- critical feedback
  - giving
    - 83
- effect of gender
  - 90
- dealing with trouble
  - 106–43
  - ex ante
    - 6
  - ex post
    - 6
- importance of
    - 6
- stabilizing normative frames
  - 27–8
- see also trust and trouble event analysis
- decisions
  - initiating and accepting changes to
    - 82, 83
- effects of gender, age and tenure
  - 90, 91
- occurrence
  - 85
- social desirability check
  - 95, 96
- dedication, trustworthiness
  - 25–6
- deepening of relationship
  - in trouble process, empirical results
    - 117–18, 142, 149
  - Deerns
    - 39–40
  - history
    - 40–41
- research design
  - document analysis
    - 164
  - gaining access
    - 158
  - interviews
    - 159–60
  - observations
    - 160–63
  - questionnaire survey
    - 164
  - verification meetings
    - 165
  - survey responses
    - 36
- trust and trouble event analysis
  - 33, 35
  - evaluation of events
    - 121, 122
  - impact on relationship
    - 117, 118
  - player perceptions and attributions
    - 132–3
  - representativeness of
    - 133–42
  - severity of trouble
    - 122–3
  - strength of interdependence
    - 123
  - structural models
    - 124–9
  - total action of lead player
    - 118–19
  - total reaction of other player
    - 120
  - third-party effects
    - 48–9
trust-building actions
effects of gender, age and tenure 90–92
occurrence 82, 84–9
social desirability check 92–6
structural analysis of 96–103
trust-enhancing organizational context
affect-based trust 53
cognition-based trust 53
control 68–9, 70
human resource practices 77–8
interdependencies 71, 72, 74, 75–6, 76–7
norms and values 58–63, 64
socialization process 66
typology according to Mintzberg 41
delegation 82, 83
dependence
on the other person’s actions 82
effects of gender, age and tenure 91
occurrence 85, 89
social desirability check 93, 94
structural analysis of actions 96
trust requirement for 4
of trustor 14
destructive feedback, Krauthammer 56
direct costs, goal-directedness 12
disagreement, evaluation of event 111, 112, 149
empirical results 121
disclosure of information
in a timely fashion 82
effects of gender, age and tenure 90, 91
occurrence 85
social desirability check 94
trusting behaviour 81, 83
distrust
attribution of intentionality 27–8
contagious nature of 5
evaluation of event on relationship 111–13
empirical results 121
showing lack of 88–9
taking away 18–19
see also trust
distrusters 4
do damage strategy 109
do nothing strategy 108–9
document analysis 164
downward recalibration 107, 117
economic goals, trust as a means to achieve 2
ego–alter cooperation 48–9
employee satisfaction
Deerns 60–61, 62–3, 68
Krauthammer 55–6
‘Enrichment’ value, Krauthammer 54, 55, 56, 57
‘Entrepreneurship’ value, Deerns 59, 61, 62
espoused values
congruence with theories-in-use 44
Deerns 59–60
congruence with theories-in-use 60–63
Krauthammer 54
congruence with theories-in-use 57
evaluation of event 111–13
empirical results 120–22
excessive trusters 4
exclusive third parties, decrease in trust 49
exit strategy 108, 110, 140
expectations
confusion through violation of 27
revealing and settling differences in 82
effects of gender, age and tenure 90, 91
occurrence 85, 86
social desirability check 94
trust related to 5–6, 27
see also general expectations; mutual expectations; optimistic expectations; specific expectations
‘Expert knowledge’ value, Deerns 59, 61, 62
explicit socialization 45
Krauthammer 65
exploratory factor analysis, trust-building actions 96–7
‘expressions given off’ 13
external measure-based control 46
external validity 170
extrinsic value, of trust 2
favouritism
  Deerns 77–8
  Krauthammer 77
feedback, giving
  occurrence
  Deerns 62, 86
  Krauthammer 56, 86
  trusting behaviour 83
  see also negative feedback; positive feedback
feminine characteristics, Krauthammer
  58, 80, 151
founder’s values, drivers of
  organizational values 43
four factor model, trust-building actions 101
fragmentation risk, Krauthammer
  management teams 37–8
frame resonance 14
  stimulating 19–21
frame salience 12, 14
frame stability 12, 13–14
frames, see stable normative frames
frontline managers, impact of monitoring activity 69
full recalibration 117
function, trust-building actions 90–92
functional interdependencies
  hierarchical 51
  interpersonal trust-building 48–9
  strength of, in trouble process 113–14
  empirical results 123
trust-building 20
  trust-enhancing organizational context 71
  Deerns 72
  Krauthammer 72
gain frame 13
  interpersonal trust-building 17
  legitimate distrust 18
  salience, and limit to trust 24
  trust-enhancing organizational context 44
Gambetta, D. 5
gender, trust-building actions 90–92
general expectations
  clarifying early on in a new relationship 82
  effects of gender, age and tenure 91
  occurrence 85, 86, 87
  social desirability check 93, 94
generative relations 156–7
goal-directedness, human behaviour 11–12
  goals, trust as a means to achieve 2
hedonic frame 12–13
  salience, and limit to trust 24
help and assistance
  giving 82
  effects of gender, age and tenure 91
  occurrence 85
  social desirability check 94
  receiving 82
  effects of gender, age and tenure 91
  occurrence 85
  social desirability check 93, 95
‘homogeneity of personality’ hypothesis 44
honesty, see being open
hostile reactions, trouble process 109
human behaviour
  appropriate 26
  context dependence 12–13
  goal directedness 11–12
  impact of triadic relations 49–50
  public–private distinction 50, 58, 151
  social context 19
  trust based on predictability of 5
  trusting 81, 83–4
human resource practices 20, 51–2
  empirical results 77–8
hypotheses testing, explanations of trust 7
impact on relationship, trouble process 106–7
  empirical results 117–18
‘Impact’ value, Krauthammer 54, 55, 56, 57
individual level
  interpersonal trust research 32
  practical implications 155
  stabilization of normative frames 148
influence, see shared influence; social influence
informal control 28, 46
informal meetings, interpersonal trust-building 80–5
Index

informal socialization process, Deerns 66
information
as base for trust 24
sharing
Deerns 62
encouraged through trust 1, 3
see also disclosure of information
‘InnovAction’ value, Krauthammer 54, 55, 56
innovation, assisted through trust 1, 3
institutional arrangements, trust-enhancing organizational context
20–21, 43–52
institutional trust 7
integrative problem solving, increased through trust 1, 3
integrity dimension, of trust 24
‘Integrity’ value, Deerns 59, 61
intensive socialization process,
Krauthammer 64–5, 66
intention dimension, trustworthiness 24, 25–6
intentionality, and distrust 27–8
inter-organizational partnerships, future research 156
interactive process, trust-building as 4, 15–16
interactive trouble model 28
interdependencies
trust-enhancing organizational context
20, 47–51, 70–77
see also strength of interdependence
interests, see alignment of interests;
legitimacy of each other’s interests
internal validity 169–70
internal value-based control 46
interpersonal relationships,
distinguishing from role
relationships 50–51
Krauthammer 76
practical implications of research
154–5
interpersonal skills
Deerns 62
development, and trust-building 45
stimulation of employees 151
interpersonal trust
definitions 7, 14–15
in organizational context 4
interpersonal trust-building
actions, see trust-building actions
as an interactive process 4, 15–16
relational signalling theory 11–14
research 31–41
analyses 33–6
avenues for further 156–7
codes 166–9
gaining access 158
insights and implications 146–52
instruments 34, 158–66
methodological limitations 153–4
motivation for 1
organizations, see Deerns;
Krauthammer
practical implications 154–6
questions and design 8–9, 34
routines for quality assurance
169–71
strengths and limitations 152–3
unit of analysis 31–3
strategies for stabilizing normative frames 17–28
interviews, in study 159–60
intrinsic value, of trust 2, 3
knowledge sharing, Deerns 62
Krackhardt, D. 49–50
Krauthammer International 37–8
history 38
research design
document analysis 164
gaining access 158
interviews 159–60
observations 160–63
questionnaire survey 163
verification meetings 165
survey responses 35–6
trust and trouble event analysis 33, 35
evaluation of events 121
impact on relationship 117–18, 142, 149
player perceptions and attributions
129–31, 132
representativeness of 133–42
severity of trouble 122–3
strength of interdependence 123
structural models 124–9
total action of lead player 118–19,
total reaction of other player 120

trust-building actions
  effects of gender, age and tenure 90–92
  occurrence 82, 84–9, 148

social desirability check 92–6

structural analysis of 96–103

trust-enhancing organizational context
  affect-based trust 53, 79
  cognition-based trust 53
  control 67–8
  human resource practices 77, 78
  interdependencies 71–4, 75, 76
  norms and values 54–8, 63–4, 80, 151
  socialization process 64–6
  typology according to Mintzberg 38–9

lead player action, in trouble process 107–9
  empirical results 118–19

leadership, organizational 52

learning, assisted through trust 1, 3

learning perspective, of trust 4–5, 23–4, 147

Leeds Attributional Coding System 154

legitimacy of each other’s interests, recognizing 82, 83
  effects of gender, age and tenure 90, 91
  occurrence 85
  social desirability check 94

legitimate distrust 18, 147

limits, to trust 24, 147

literature, importance of trust 2–3

loss of interest, in trouble process 109
  empirical results 120

management teams
  Deerns 40
  Krauthammer 37–8

masculine characteristics, Krauthammer 57–8, 80, 151

master frames 12–13

members’ values 44

mishap, evaluation of event 111, 112
  empirical results 121

mistake, evaluation of event, empirical results 121

misunderstandings

about trust 4
  evaluation of event 111, 112
  empirical results 121
  monitoring activity 69–70
  Krauthammer 67
  monitoring devices, reduced need through trust 2, 3
  moral integrity dimension, of trust 24
  motives, being open about
    effects of gender, age and tenure 91
    occurrence 85
  social desirability check 93, 95
  mutual acceptance, increased through trust 1, 3
  mutual expectations, managing 82–4
  occurrence 86–7
  social desirability check 93
  mutual third parties, increase in trust 49
  myopic opportunism 18, 19

negative feedback, giving 82, 83
  effects of gender, age and tenure 91
  occurrence 85, 86
  social desirability check 93–6

negative relational signals 13, 22

neutral relational signals 21

no reaction strategy 109–11

non-collegial behaviour, Krauthammer 57

‘non-rational escalation of commitment’ 23

norm-acceptability, trustworthiness 26

normative control 46–7
  Krauthammer 67–8
  reflexivity 152

normative frame 13

interpersonal trust-building 16–17

myopic opportunism 19

suspension of opportunism 18

trust-enhancing organizational context 44

see also stable normative frames

norms and values
  Deerns 41, 58–63, 64
  Krauthammer 38–9, 54–8, 63–4, 80, 151

normative control 46

reflexivity 152

trust-enhancing organizational context 20, 41–5, 50
observations, in the study 160–63
on-the-job training, Krauthammer 65
‘One team’ value, Krauthammer 54, 55, 56, 57
openness
increased through trust 1, 3
see also being open
operational units, Deerns 39–40
opportunism
disciplined through social networks 8
suspending 18–19
opportunity costs, goal-directedness 12
optimism, trust requirement for 4
optimistic expectations, trust related to
15, 16
optimistic trustors 4
organizational context
practical implications of research
155–6
see also trust-enhancing
organizational context
organizational cultures
 corporate universities 66
Deerns 40, 62
Krauthammer 39
trust–control relationship 46
organizational performance, future
research 156–7
organizational success, importance of
trust 1–3
organizations
inevitability of trouble 6, 27
obsession with control 6
other player reaction, in trouble process
109–11
empirical results 119–20
‘other regard’ 44, 45, 81
‘Passion for people’ value, Krauthammer
54, 55, 56, 67, 93
paternalistic tendencies, Deerns 62
perceptions, in trouble process 129–33
perfect rationality 8
performance assessments 51
Deerns 77–8
Krauthammer 77
performance-contingent rewards 51, 52
personal bonds, congruent psychological
contracts 51
personal development, normative control
47
personal integrity dimension, of trust 24
personal interdependencies 48
Deerns 74
exchange of informal relational
signals 50
Krauthammer 73–4
personality hypothesis, homogeneity of
44
physical well-being, goal-directedness
12
players, in trouble process, see lead
player action; other player reaction
positive expectations, trust related to
15
positive feedback, giving 82, 83
effects of gender, age and tenure 91
importance in trust-building 148
occurrence 85, 86
social desirability check 94
trust-building based on 15–16
positive relational signals 13
need to send regularly 81
trust-building 21–2
positive trust experiences, upward
spiralling processes 15–16
preferences 8, 12
private behaviours 50
probabilities 6
problem-solving, integrative 1, 3
problem-solving tools 45
production culture, Deerns 62
productive/market combinations
(PMCs), Krauthammer 39
promotions 51, 52
psychological heuristics, sending and
receiving relational signals 22–3
psychological state, interpersonal trust as
15
public–private behaviour distinction 50
Krauthammer 58, 151
qua persona relationships, distinguished
from role relationships 50
Krauthammer 76
practical implications of research
154–5
qualitative analysis, interpersonal trust
research 30
quality deterioration, dealing with trouble 107–8
quality of life, and trust 2
quality of research design, routines used for 169–71
questionnaire survey 163–4
questions, research 8–9, 159–60
radical change, supported through trust 1, 2
radical uncertainty, inevitability of trouble 6
random lapses in efficiency, responses to 107
rational choice theory, explanations of trust 7–8
rationality
explanation of trust 8
see also bounded rationality
recalibration of relationship 107, 111
empirical results 117, 118
reciprocal process, trust-building as 4, 15–16
‘reflect in action’ 152
reflexivity 151–2
relational signalling theory 11–14
advantage of using in study 152
control 47
explanation of trust 8
incorporation of non-rational psychological processes 147
relational signals 13
ambiguous 21–2, 51
heuristics that affect sending and receiving 22–3
interdependence and exchange of informal 50
need for in trust-building 147
negative 13, 22
neutral 21
positive 13, 21–2, 81
trouble process
lead player action 107, 108, 110
other player reactions 109, 111
types of overall 22
relationships
enriched through trust 1, 3
interpersonal distinguished from role 50–51
in trouble process, see trouble process
see also trustor/trustee relationships
reliability, in research design 170
reliance 15
‘representativeness’ heuristic 23
reputation, trustor–trustee cooperation 49
reputation models, of trust 8
‘Reputation’ value, Deerns 59, 61, 62
research, interpersonal trust 31–41
analyses 33–6
avenues for further research 156–7
codes in trust and trouble event analysis 166–9
focus of 4
gaining access 158
insights and implications 146–52
instruments 34, 158–66
methodological limitations 153–4
motivation for 1
organizations, see Deerns; Krauthammer
practical implications 154–6
questions and design 8–9, 34
routines for quality assurance 169–71
strengths and limitations 152–3
units of analysis 31–3
see also literature
resignation, in trouble process 107, 109, 110
empirical results 119, 139, 140
responsibility
giving 82
effects of gender, age and tenure 90, 91
occurrence 85, 87, 88, 89
social desirability check 95
taking 82
effects of gender, age and tenure 90, 91
occurrence 85
social desirability check 94
restoration of relationship, empirical results 118
retaliation, in trouble process 107, 109, 110
empirical results 119, 139, 140
reward models, of trust 8
rewards, performance-contingent 51, 52
risk taking, helped through trust 1, 2
role relationships, distinguishing from interpersonal 50–51
rupture of relationship 111
security, through trust 1, 2
severity of trouble 113
shared influence 82, 83
Simmel, Georg 5
social context, human behaviour 19
social control 46
social desirability effects 36
social embedding, explanation of trust 8
social goals, trust as a means to achieve 2
social influence, occurrence of trust 4, 23, 147
social networks, and trust 8
social relations, trust as lubricant for 1, 3
social well-being, goal-directedness 12
socialization process
Deerns 62, 66, 88
Krauthammer 64–6
trust-enhancing organizational context
20, 45
societal trust 7
specific expectations
exploring in detail as relationship develops 82
effects of gender, age and tenure 91
occurrence 85, 86
social desirability check 95
stable normative frames
as joint goal 11–14, 146
strategies for 17–28
strategic opportunism 18–19, 24–5
strategic search conferences, Deerns 59
strength of interdependence 113–14
empirical results 123
strong cultures, and socialization process 66, 67
structural analysis, trust-building actions 96–103
structural embedding, explanation of trust 8
structural models, trust and trouble event analysis 124–9
subcultures, Deerns 74
sunk costs, trustor/trustee relationships 23
supervision, Krauthammer 65
supplier–customer relations, dealing with trouble 108–9
survey analysis 35–6, 138
system trust 7
systemic control 46
task problems, being open about
effects of gender, age and tenure 90, 91
occurrence 85, 86
social desirability check 94
tenure, trust-building actions 90–92
theories-in-use 44
congruence of espoused values with
Deerns 60–63
Krauthammer 54, 57
‘thermometer 2000’ meetings 55, 56
third-party effects 48–9
Deerns 71
Krauthammer 71–4
third-party, in trouble process 108, 110
empirical results 119, 139, 140
Thorbecke, Johan 5
time asymmetries, interpersonal trust 14
total ignorance, no reason to trust 24
total knowledge, need to trust 24
transaction cost theory, of trust 8
triadic relations, impact on behaviour 49–50
trouble
defined 27
expectations related to 27
inevitability of 6, 27
see also dealing with trouble
trouble process, analysis
empirical results 114–42
different players, different perceptions 129–33
evaluation of event 120–22
impact on relationship 117–18
severity of trouble 122–3
strength of interdependence 123
structural models 124–9
total action of lead player 118–19
total reaction of other player...
### Index

<table>
<thead>
<tr>
<th>Section</th>
<th>Page References</th>
</tr>
</thead>
<tbody>
<tr>
<td>individual variables</td>
<td>106–14</td>
</tr>
<tr>
<td>evaluation of event 111–13</td>
<td>111–13</td>
</tr>
<tr>
<td>impact on relationship 106–7</td>
<td>106–7</td>
</tr>
<tr>
<td>severity of trouble 113</td>
<td>113</td>
</tr>
<tr>
<td>strength of interdependence 113–14</td>
<td>113–14</td>
</tr>
<tr>
<td>total action of lead player 107–9</td>
<td>107–9</td>
</tr>
<tr>
<td>total reaction of other player</td>
<td>109–11</td>
</tr>
<tr>
<td>insights and implications 148–50</td>
<td>148–50</td>
</tr>
<tr>
<td>representativeness of 133–42</td>
<td>133–42</td>
</tr>
<tr>
<td>trouble model 114</td>
<td>114</td>
</tr>
<tr>
<td>hypothesized core model 115</td>
<td>115</td>
</tr>
<tr>
<td>hypothesized complete model 116</td>
<td>116</td>
</tr>
<tr>
<td>trust</td>
<td>114</td>
</tr>
<tr>
<td>affect-based 52–3, 79</td>
<td>52–3</td>
</tr>
<tr>
<td>as belief 15</td>
<td>15</td>
</tr>
<tr>
<td>cognition-based 52, 53, 79</td>
<td>52, 53, 79</td>
</tr>
<tr>
<td>contagious nature of 5</td>
<td>5</td>
</tr>
<tr>
<td>difficulty of building and maintaining 3–6</td>
<td>3–6</td>
</tr>
<tr>
<td>existing explanations 6–8</td>
<td>6–8</td>
</tr>
<tr>
<td>future research avenues 157</td>
<td>157</td>
</tr>
<tr>
<td>importance of 1–3</td>
<td>1–3</td>
</tr>
<tr>
<td>limits to 24, 147</td>
<td>24, 147</td>
</tr>
<tr>
<td>need for nurturing and tending 4, 147</td>
<td>4, 147</td>
</tr>
<tr>
<td>see also distrust; interpersonal trust</td>
<td></td>
</tr>
<tr>
<td>trust and trouble event analysis</td>
<td></td>
</tr>
<tr>
<td>affect and cognition-based trust 53–4</td>
<td>53–4</td>
</tr>
<tr>
<td>empirical results 114–42</td>
<td>114–42</td>
</tr>
<tr>
<td>different players, different perceptions 129–33</td>
<td>129–33</td>
</tr>
<tr>
<td>evaluation of event 120–22</td>
<td>120–22</td>
</tr>
<tr>
<td>impact on relationship 117–18</td>
<td>117–18</td>
</tr>
<tr>
<td>severity of trouble 122–3</td>
<td>122–3</td>
</tr>
<tr>
<td>strength of interdependence 123</td>
<td>123</td>
</tr>
<tr>
<td>structural equation models 124–9</td>
<td>124–9</td>
</tr>
<tr>
<td>total action of lead play 118–19</td>
<td>118–19</td>
</tr>
<tr>
<td>total reaction of other player</td>
<td>119–20</td>
</tr>
<tr>
<td>individual variables 106–14</td>
<td>106–14</td>
</tr>
<tr>
<td>evaluation of event 111–13</td>
<td>111–13</td>
</tr>
<tr>
<td>impact on relationship 106–7</td>
<td>106–7</td>
</tr>
<tr>
<td>severity of trouble 113</td>
<td>113</td>
</tr>
<tr>
<td>strength of interdependence 113–14</td>
<td>113–14</td>
</tr>
<tr>
<td>total action of lead play 107–9</td>
<td>107–9</td>
</tr>
<tr>
<td>total reaction of other player</td>
<td>109–11</td>
</tr>
<tr>
<td>insights and implications 148–50</td>
<td>148–50</td>
</tr>
<tr>
<td>list of codes used 166–9</td>
<td>166–9</td>
</tr>
<tr>
<td>methodology 33–5</td>
<td>33–5</td>
</tr>
<tr>
<td>representativeness of 133–42</td>
<td>133–42</td>
</tr>
<tr>
<td>trouble model 114</td>
<td>114</td>
</tr>
<tr>
<td>hypothesized core model 115</td>
<td>115</td>
</tr>
<tr>
<td>hypothesized complete model 116</td>
<td>116</td>
</tr>
<tr>
<td>trust-building actions 81–4</td>
<td>81–4</td>
</tr>
<tr>
<td>correlations of 172–4</td>
<td>172–4</td>
</tr>
<tr>
<td>empirical results 82, 84–103</td>
<td>82, 84–103</td>
</tr>
<tr>
<td>effects of function, gender, age and tenure 90–92</td>
<td>90–92</td>
</tr>
<tr>
<td>occurrence 82, 84–9</td>
<td>82, 84–9</td>
</tr>
<tr>
<td>social desirability check 92–6</td>
<td>92–6</td>
</tr>
<tr>
<td>structural analysis of 96–103</td>
<td>96–103</td>
</tr>
<tr>
<td>summary 103–4</td>
<td>103–4</td>
</tr>
<tr>
<td>trust–control relationship 46</td>
<td>46</td>
</tr>
<tr>
<td>trust-enhancing organizational context</td>
<td></td>
</tr>
<tr>
<td>control 20, 45–7</td>
<td>20, 45–7</td>
</tr>
<tr>
<td>Deerns 68–9, 70</td>
<td>68–9, 70</td>
</tr>
<tr>
<td>Krauthammer 67–8, 79</td>
<td>67–8, 79</td>
</tr>
<tr>
<td>summary 69–70</td>
<td>69–70</td>
</tr>
<tr>
<td>creating 19–21</td>
<td>19–21</td>
</tr>
<tr>
<td>human resource practices 20, 51–2</td>
<td>20, 51–2</td>
</tr>
<tr>
<td>Deerns 77–8</td>
<td>77–8</td>
</tr>
<tr>
<td>Krauthammer 77, 78</td>
<td>77, 78</td>
</tr>
<tr>
<td>interdependencies 20, 47–51, 70–77</td>
<td>20, 47–51, 70–77</td>
</tr>
<tr>
<td>Deerns 71, 72, 74, 75–6, 76–7</td>
<td>71, 72, 74, 75–6, 76–7</td>
</tr>
<tr>
<td>Krauthammer 71–4, 75, 76</td>
<td>71–4, 75, 76</td>
</tr>
<tr>
<td>summary 75–7</td>
<td>75–7</td>
</tr>
<tr>
<td>norms and values 20, 43–5</td>
<td>20, 43–5</td>
</tr>
<tr>
<td>Deerns 58–63, 64</td>
<td>58–63, 64</td>
</tr>
<tr>
<td>Krauthammer 38–9, 54–8, 63–4, 80, 151</td>
<td>38–9, 54–8, 63–4, 80, 151</td>
</tr>
<tr>
<td>summary 63–4</td>
<td>63–4</td>
</tr>
<tr>
<td>socialization process 20, 45</td>
<td>20, 45</td>
</tr>
<tr>
<td>Deerns 62, 66</td>
<td>62, 66</td>
</tr>
<tr>
<td>Krauthammer 64–6</td>
<td>64–6</td>
</tr>
<tr>
<td>summary 66–7</td>
<td>66–7</td>
</tr>
<tr>
<td>study</td>
<td></td>
</tr>
<tr>
<td>insights and implications 150–52</td>
<td>150–52</td>
</tr>
<tr>
<td>practical implications 155–6</td>
<td>155–6</td>
</tr>
<tr>
<td>trusters, excessive 4</td>
<td>4</td>
</tr>
<tr>
<td>trusting behaviour 81, 83–4</td>
<td>81, 83–4</td>
</tr>
<tr>
<td>trustor/trustee relationships</td>
<td></td>
</tr>
<tr>
<td>avoidance of ambiguous signals 22–7</td>
<td>22–7</td>
</tr>
<tr>
<td>third-party effects 48–9</td>
<td>48–9</td>
</tr>
<tr>
<td>trustors</td>
<td></td>
</tr>
<tr>
<td>dependence and vulnerability 14</td>
<td>14</td>
</tr>
<tr>
<td>legitimate distrust 18</td>
<td>18</td>
</tr>
<tr>
<td>optimistic 4</td>
<td>4</td>
</tr>
</tbody>
</table>

**Methodology**: 33–5

**Representativeness**: 133–42

**Trouble Model**: 114

**Hypothesized Core Model**: 115

**Hypothesized Complete Model**: 116

**Trust-Building Actions**: 81–4

**Correlations**: 172–4

**Empirical Results**: 82, 84–103

**Effects of Function, Gender, Age and Tenure**: 90–92

**Occurrence**: 82, 84–9

**Social Desirability Check**: 92–6

**Structural Analysis**: 96–103

**Summary**: 103–4

**Trust–Control Relationship**: 46

**Trust-Enhancing Organizational Context**: 20, 45–7

**Deerns**: 68–9, 70

**Krauthammer**: 67–8, 79

**Summary**: 69–70

**Creating**: 19–21

**Human Resource Practices**: 20, 51–2

**Deerns**: 77–8

**Krauthammer**: 77, 78

**Interdependencies**: 20, 47–51, 70–77

**Deerns**: 71, 72, 74, 75–6, 76–7

**Krauthammer**: 71–4, 75, 76

**Summary**: 75–7

**Norms and Values**: 20, 43–5

**Deerns**: 58–63, 64

**Krauthammer**: 38–9, 54–8, 63–4, 80, 151

**Summary**: 63–4

**Socialization Process**: 20, 45

**Deerns**: 62, 66

**Krauthammer**: 64–6

**Summary**: 66–7

**Study**: 103–4

**Insights and Implications**: 150–52

**Practical Implications**: 155–6

**Trusters, Excessive**: 4

**Trusting Behaviour**: 81, 83–4

**Trustor/Trustee Relationships**: 48–9

**Avoidance of Ambiguous Signals**: 22–7

**Third-Party Effects**: 48–9

**Trustors**: 14

**Dependence and Vulnerability**: 14

**Legitimate Distrust**: 18

**Optimistic**: 4
trustworthiness
  dimensions of 24–6
  impossibility of proving 5

uncertainty
  inevitability of trouble 6
  need for trust in 1, 2
underlying assumptions, Krauthammer 54–5
upward spiralling processes, positive trust experiences 15–16

values, see norms and values
verification meetings, in study 165–6
voice strategy 108, 110
  empirical results 119, 143
vulnerability
  trust requirement for 4

trust behavior 81, 83, 147
  of trustors 14

weak solidarity 17
well-being
  goal-directedness 12
  relational signals 13
trust 2
work relations, reasons for lack of high-trust 3–6
working together, processing and evaluating regularly 82
  effects of gender, age and tenure 91
occurrence 85
social desirability check 94

Zand, D.E. 15