Trust-Based Public Management

Louise Bringselius

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Head of Research at the Government Commission for Trust-Based Public Management (Tillitsdelegationen) 2017-2019

13 Nov 2020

Valsts kanceleja | NACIONĀLAIS ATTĪSTĪBAS PLĀNS 2020 | EIROPAS SAVIENĪBA Eiropas Sociālais fonds

IEGULDĪJUMS TAVĀ NĀKOTNĒ

"Vebinārs tiek īstenots ESF projekta Nr. 3.4.2.0/15/I/003 "Augstākā līmeņa vadītāju attīstības programma" ietvaros"

The Government Commission for Trust-Based Public Management

Report:
SOU 2017:56 on replacement models

Reports:
SOU 2018:38 Reserach anthology
SOU 2018:47 Main report on the welfare sector
SOU 2018:48 Learning supervision

Report:
SOU 2019:43 about the state administration

Training in the constitutions for government employees (based on the work of the Values Delegation)

Knowledge seminars the Treasury at collages and universities

Replacement models

Trust-based governance in the welfare sector

Additional directive 1: Trust in the Agency

Reports from The Swedish Agency for Public Management

Additional directive 2: Training gov. employees

2015 2016 2017 2018 2019 2020

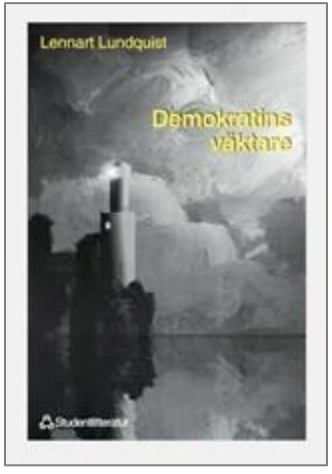
New chairman, general secretary and a new delegate

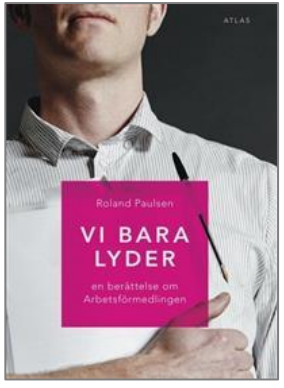
Background

Ämbetsmannen

(Official or the goverment official)

”Ämbetsmannen is a person with a special judgment, a special integrity and a special ability to see the whole where many others lose themselves in the details. A person whose character is not primarily described as fifty shades of gray, but rather as an unusually wide and rich palette of colors. A person who can not only browse the law book, but also be able to interpret laws and translate them into a working practice in a world full of goal conflicts - and a person who does not hesitate to sound the alarm in case of misconduct.” (Louise Bringselius , Axess, 2017)



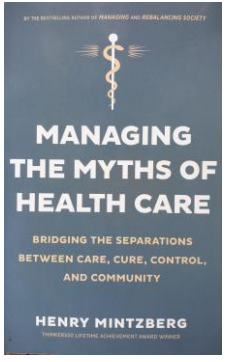


Micromanagement and Standardization

- Detail control at a long distance with many goals. Too many who want to control.
- Reliance on detailed laws and regulations and organization
- Reliance on standardization, large-scale operation and impersonal systems

"I call it control with remote control, because it is cut off from the business, but still determined to control it. […] In health care, it means reorganizing tirelessly, measuring like crazy, rewarding a heroic form of leadership, fostering competition where what is needed is cooperation, and pretending that the calling of health care should be managed as a business."

(Henry Mintzberg, 2017)



Excessive Measuring and growing administration

- More and more people who govern and administer, but fewer in the core assignment.
- Lack of administrative support for employees and first-line managers.
- Reliance on inspection, measurement and evaluation. Troubleshooting with focus on details.

"The knowledge of the measurement is the only knowledge relation the pedant knows. […] The pedant handles everyone equally and can impossibly make exceptions to the rule. It prioritises the paper world over the living world and thus keeping the bureaucracy correctly over the best interests of the core business. However, the pedant's legal security zeal risks turning into a legal failure at any time. The pedant lives in his columns."

(Bornemark 2018 s. 264)

Superficiality, culture of silence and ”efficiency-persecution”

- Purification and ”flower language” where it is most important that it looks good.
- Silence Culture, fear to talk about problems
- Stress and ”efficiency-persecution” that affect the work environment and health
- Emphasis on economic values at the expense of quality and democracy

#TYSTNADEN

Endast varannan offentligt anställd vågar kritisera arbetsgivaren

0:43 min · Min lista · Dela

Publicerat måndag 2 september kl 10.24

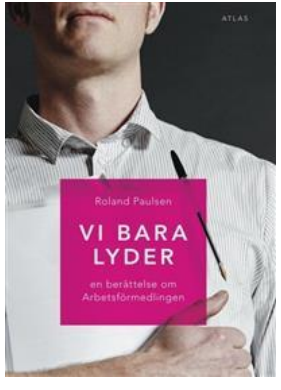
Trots att offentligt anställda har förstärkt skydd i grundlagen är det bara varannan som skulle våga uttala sig kritiskt om sin arbetsgivare offentligt.

Det här visar en enkätundersökning från Ipsos som de stora nyhetsredaktionerna i länet beställt.

Undersökningen är en del av granskningen #tystnaden där P4 Västerbotten tillsammans med länets stora nyhetsredaktioner granskar tystnadskulturen inom offentlig sektor.

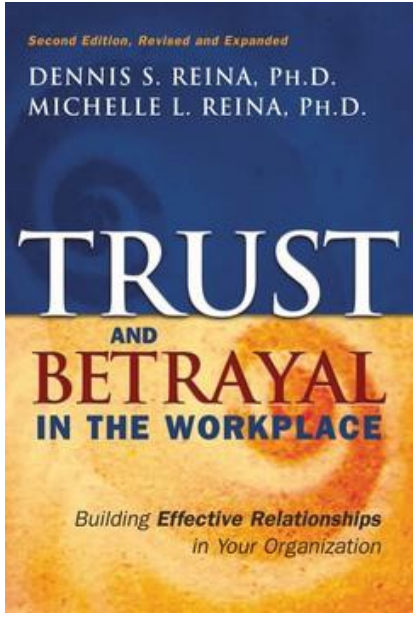
Resultaten visar också att var tredje person inte skulle våga vända sig till en journalist och att nästan en av tio varit med om att chefen rekommenderat dem att inte prata med med media.

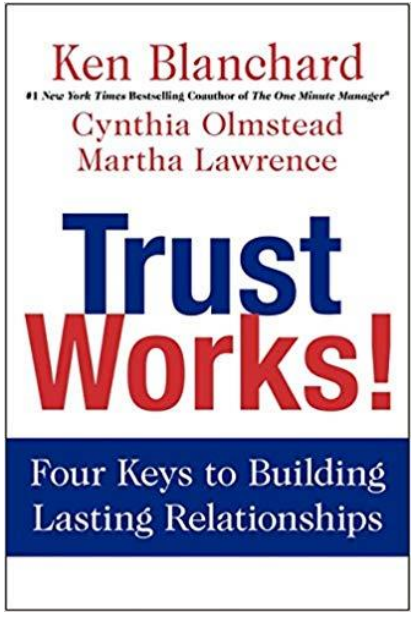
P4 Västerbotten
p4vasterbotten@sverigesradio.se

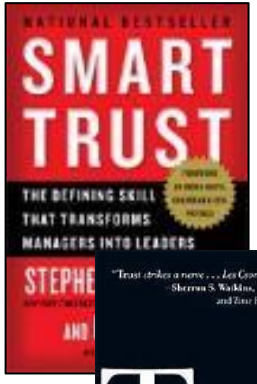


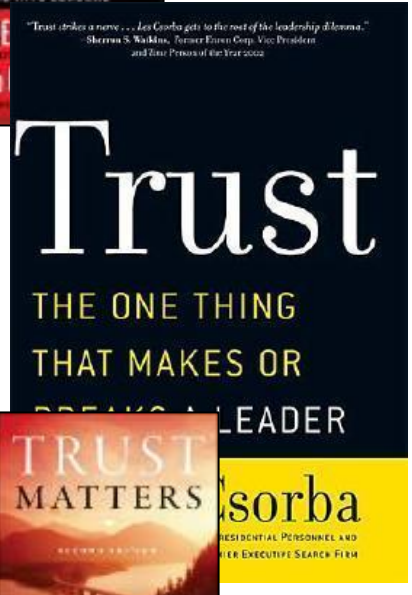
Trust Crisis

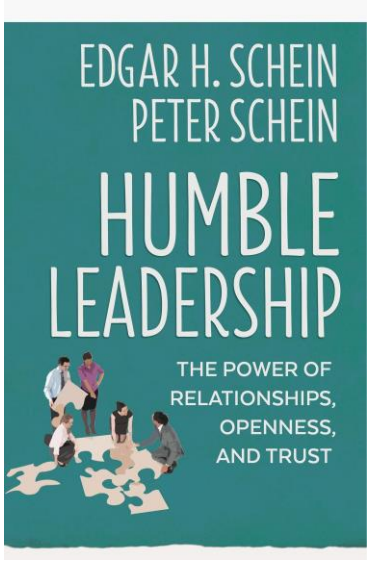
Trust - an attitude and a management philosophy

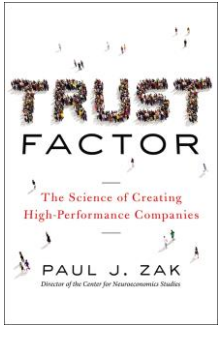

Second Edition, Revised and Expanded
DENNIS S. REINA, PH.D.
MICHELLE L. REINA, PH.D.
TRUST
AND
BETRAYAL
IN THE WORKPLACE
Building Effective Relationships in Your Organization

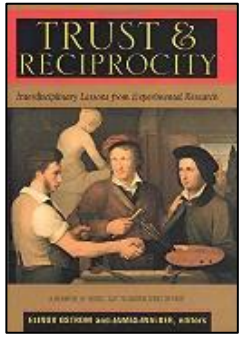

Ken Blanchard
#1 New York Times Bestselling Coauthor of The One Minute Manager®
Cynthia Olmstead
Martha Lawrence
Trust Works!
Four Keys to Building Lasting Relationships

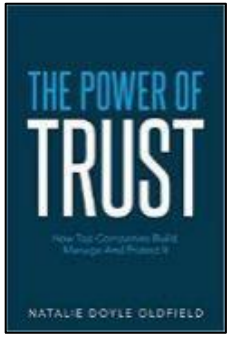

NATIONAL BESTSELLER
SMART TRUST
THE DEFINING SKILL THAT TRANSFORMS MANAGERS INTO LEADERS

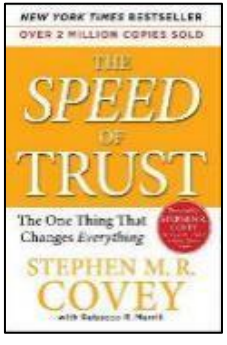

Trust
THE ONE THING
THAT MAKES OR
LEADER
sorba

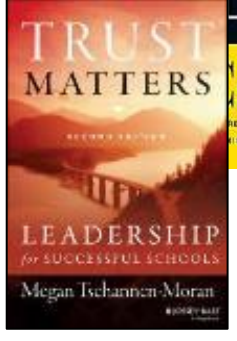

EDGAR H. SCHEIN
PETER SCHEIN
HUMBLE LEADERSHIP
THE POWER OF RELATIONSHIPS, OPENNESS, AND TRUST

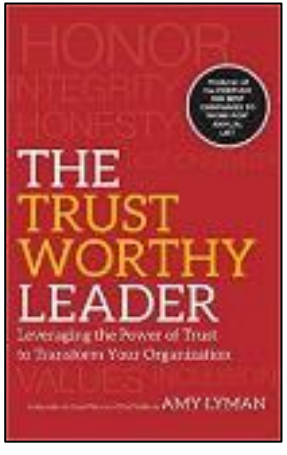

TRUST
FACTOR
The Science of Creating High-Performance Companies
PAUL J. ZAK


TRUST & RECIPROCITY


THE POWER OF TRUST
NATALIE DOYLE OLDFIELD


NEW YORK TIMES BESTSELLER
OVER 2 MILLION COPIES SOLD
THE SPEED OF TRUST
The One Thing That Changes Everything
STEPHEN M. R. COVEY


TRUST MATTERS
LEADERSHIP for SUCCESSFUL SCHOOLS
Megan Tschannen-Moran


HONOR
INTEGRITY
HONESTY
THE TRUST WORTHY LEADER
Leveraging the Power of Trust to Transform Your Organization
AMY LYMAN

What do we gain from trust?

1. Better services, increased innovation
2. Increased productivity
3. Better working environment and health, increased tolerance for differences
4. Good public ethics

Effects of trust

74% lower stress

106% higher energy at work

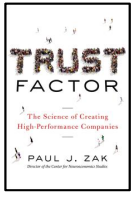
50% higher productivity

13% fewer sick days

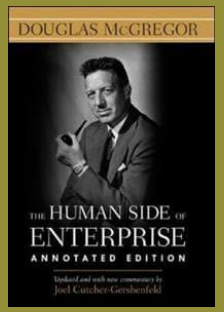
76% higher engagement

29% increased life quality

40% fewer burn outs



Source:
Paul Zak,
"The Neuroscience of Trust".
Harvard Business Review,
jan/feb 2017



Source

McGregor, Douglas (1960) The Human Side of Enterprise.

Teori X (cynicism)

Man is assumed by nature to be lazy and selfish

Teori Y (trust)

Man is assumed by nature to be helpful and altruistic

"We have learned that if we push down decision-making as far down the organization as we reasonably can, we tend to make better decisions, people tend to grow and develop faster and become more motivated."

(Douglas McGregor, i Heil et al 2000: 63)

AN INTEGRATIVE MODEL OF ORGANIZATIONAL TRUST

ROGER C. MAYER
JAMES H. DAVIS
University of Notre Dame
F. DAVID SCHOORMAN
Purdue University

Scholars in various disciplines have considered the causes, nature, and effects of trust. Prior approaches to studying trust are considered, including characteristics of the trustor, the trustee, and the role of risk. A definition of trust and a model of its antecedents and outcomes are presented, which integrate research from multiple disciplines and differentiate trust from similar constructs. Several research propositions based on the model are presented.

The topic of trust is generating increased interest in organizational studies. Gambetta (1988) noted that "scholars tend to mention [trust] in passing, to allude to it as a fundamental ingredient or lubricant, an unavoidable dimension of social interaction, only to move on to deal with less intractable matters" (unnumbered foreword). The importance of trust has been cited in such areas as communication (Giffin, 1967), leadership (Atwater, 1988), management by objectives (Scott, D., 1980), negotiation (Bonoma, 1984), game theory (Milgrom & Roberts, 1982), performance appraisal (Cummings, 1965), labor-management relations (Taylor, 1989), and implementation of self-managed work teams (Lawler, 1992).

Although a great deal of interest in trust has been expressed by scholars, its study in organizations has remained problematic for several reasons: problems with the definition of trust itself; lack of clarity in the relationship between risk and trust; confusion between trust and its antecedents and outcomes; lack of specificity of trust referents leading to confusion in levels of analysis; and a failure to consider both the trusting party and the party to be trusted. The purpose of this article is to illuminate and resolve these problems in the presentation of a model of trust of one individual for another. Through this model we propose that the level of trust and the level of perceived risk in the situation will lead to risk taking in the relationship.

We would like to thank Edward Conlon, Robert Vecchio, and four anonymous reviewers for their helpful comments.

709

Source

Mayer, Davis & Schoorman (1995) An Integrated Model of Organizational Trust. Academy of Management Review, 20(3).

Trust as an approach

Trust is the willingness to expose ourselves to risk in an area that is important to us, without knowing if the one we choose to trust will live up to our expectations.

Source:

Bringselius, Louise (2020) Tillit – en ledningsfilosofi för framtidens offentliga sektor. Komlitt Förlag.

Trust as a management philosophy

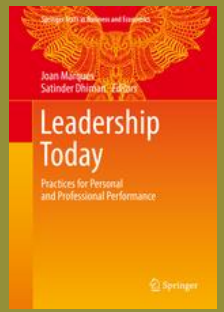
"Trust is a management philosophy which means that we choose to trust that people in the core business have the knowledge, judgment and willingness to carry out their work in a good way without detailed control…

… and that the organization's most important task is to create conditions based on the needs of the meeting between employees and citizens. "

Trust starts at the top

Prof. Michelle Bligh

Källa:
Bligh, M.C. (2017). Leadership and trust. I: J. Marques & S. Dhiman (red.), Leadership today (sid. 21–42). Springer.



"Managers who learn to have trust and to act on that trust increase the perceived trustworthiness of themselves. In other words, gaining the trust of subordinates means first acting as a trusting leader."

Employees also tend to show greater trust in colleagues that the team leader trusts, especially when the group is performing poorly and things are not going well. "

To build trust, we need to consider all aspects of operations

source

Bringselius, Louise (2020) Tillit – en ledningsfilosofi för framtidens offentliga sektor. Komlitt Förlag.

Trust - one of three guiding principles to balance

Adaptation based on situation

Market, Hierarchy, and Trust: The Knowledge Economy and the Future of Capitalism

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Management and Organization Dept., Marshall School of Business, University of Southern California, Los Angeles, California 90089-1421, padler@usc.edu

Abstract

Recent conceptualizations of trends in the structure of U.S. industry have focused on the relative importance of markets, hierarchies, and hybrid intermediate forms. This paper advances the discussion by distinguishing three ideal-typical forms of organization and their corresponding coordination mechanisms: the market form which relies on price mechanisms, the hierarchy form which combines the three forms/mechanisms in different proportions, Economist and organizational theory have argued that the knowledge economy is making the traditional but ineffective means of dealing with knowledge-based assets. Therefore, as knowledge becomes increasingly important in our economy, we should expect high-trust institutional forms to proliferate.

A review of trends in employment relations, interfirm relations, and interfirm relations finds evidence suggesting that the effect of growing knowledge-intensity may indeed be a trend toward greater reliance on trust. However, this paper believes that the forms of trust most effective in this context is a distinctively modern kind—"reflective trust"—as opposed to traditional forms of trust. Reflective trust is distinctive in that it appears to threaten the privileges of currently dominant social actors, and these actors' resistance, in combination with the inherent difficulties of developing reflective trust as a coordination mechanism, imparts a halting character to the trend. But the uncertainties of this trend nevertheless appears to be self-undermining in the long run, as reflective trust undermines the foundations of our capitalist form of society while simultaneously creating the foundations of a new, post-capitalist form.

(Knowledge; Trust; Market; Hierarchy; Capitalism)

Introduction

Economic transformation has been focused recently on data suggesting that the secular trend toward larger firms and establishments has stalled and may be reversing (Brynjolfsson et al. 1994). Some observers argue that the underlying new trend is toward the disintegration of large firms into networks of smaller firms, markets, and entrepreneurial firms coordinated by markets (Birch 1987). This argument, however, understates the persistence of large firms, ignores transformations underway within these firms, and masks the growth of network relations among firms. This paper will attempt to interpret the current wave of changes in organizational forms.

Zenger and Hesterly (1997) propose that the underlying trend is a progressive unwilling of the cone between hierarchy and market. They point to a proliferation of hybrid forms—including alliances, networks, and internal market-like incentives/cost-into firms and hierarchical controls into markets (Holland and Lockett 1997, make a similar argument). This proposition is more valid empirically than a one-sided characterization of current trends as a shift toward markets. However, the Zenger and Hesterly thesis is also a step beyond Williamson's (1985) unparalled assertion that such hybrid forms are infeasible or inherently unstable. Like this, this paper argues that Zenger and Hesterly's thesis, too, is fundamentally flawed in that it ignores a third increasingly significant coordination mechanism: trust.

In highlighting the importance of trust, this essay adds to a growing literature (see, for example, the Academy of Management Review 1998; further references below). my goal is to pull together several strands of this literature to advance a line of reflection that positions trust as a central construct in a broader argument. In outline, the argument is, first, that there are three ideal-typical forms of coordination: which relies on the price mechanism, and the hierarchy form which relies on authority. there is a third form, the community form which relies on trust. Empirically observed arrangements typically embody a mix of the three ideal-typical coordination forms. Second, there are corresponding mix of price, hierarchy, and trust mechanisms. Second, based on a well-established body of economic and sociological theory, I argue that trust has uniquely

Organization Science, © 2001 INFORMS
Vol. 12, No. 2, March–April 2001, pp. 215–234

DOI: 10.1093/1520202/0.0.0.0.0.0
1526-5455 electronic ISSN

Source:
Adler, Paul (2001) Market, Hierarchy and Trust: The Knowledge Economy and the Future of Capitalism. Organization Science, 12 (2), sid. 215-234.

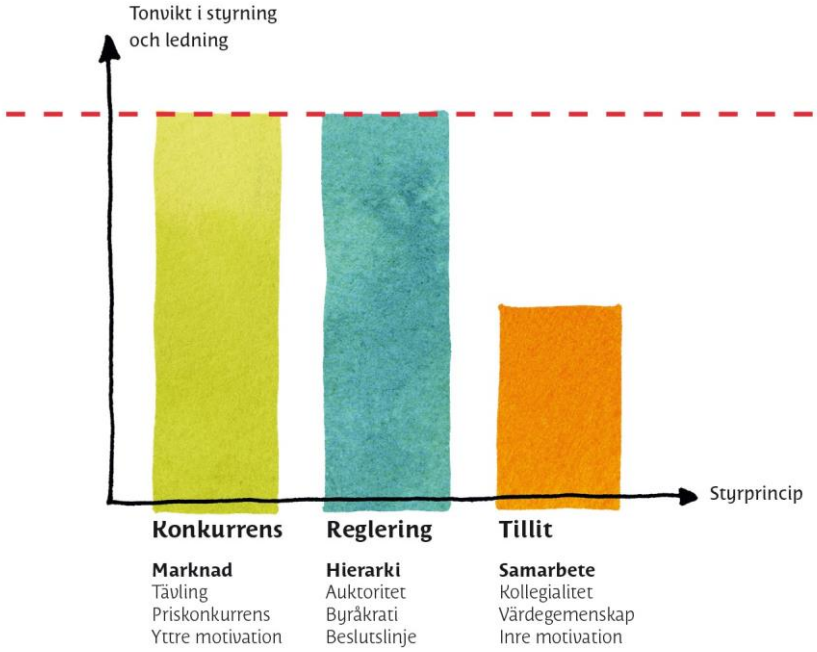
Trust
Understanding
Dialouge, Reputation
Professionalism

COMPETITION & REWARDS
Competition
Rewards
Incentive
NPM

Bureaucracy
Regulations
Decision line
Legislation

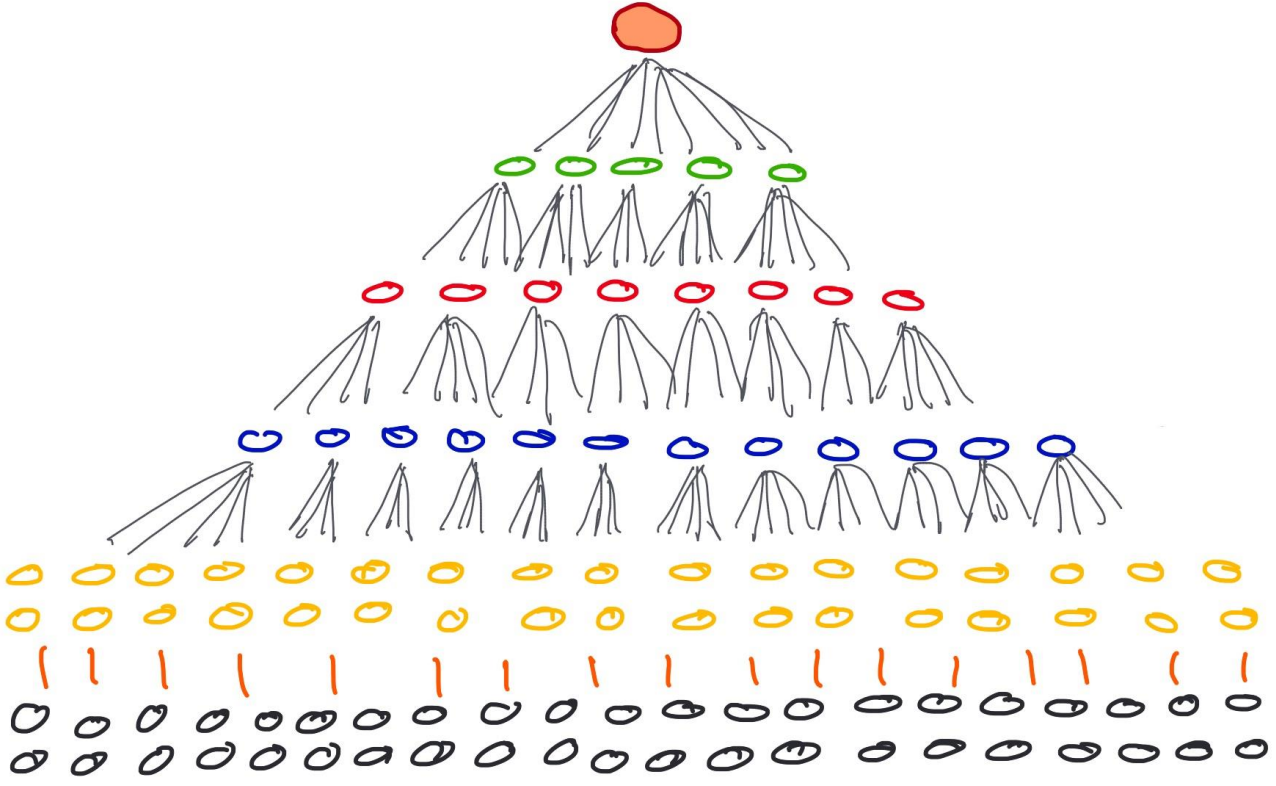
source

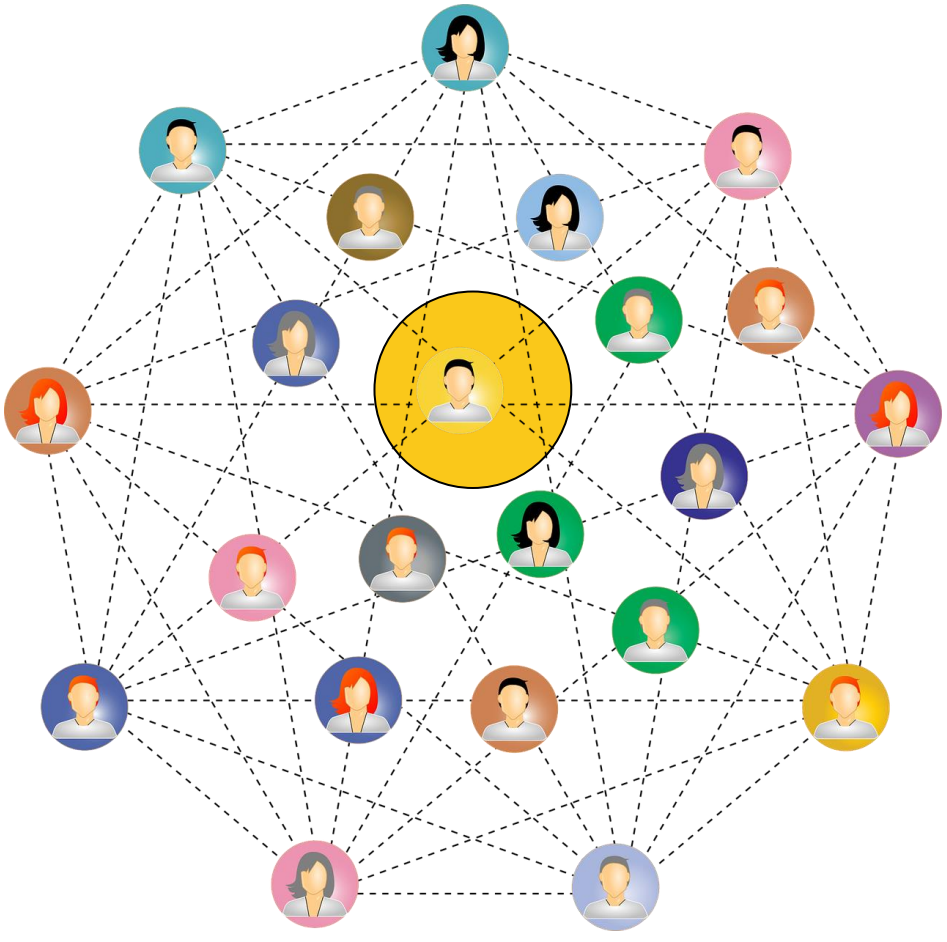
Bringselius, Louise (2020) Tillit – en ledningsfilosofi för framtidens offentliga sektor. Komlitt Förlag.



Figur 1. Tre styrprinciper i obalans i organisationer och samhälle (fritt utifrån Adler 2001, tidigare version i SOU 2018:38).

Organizations as networks



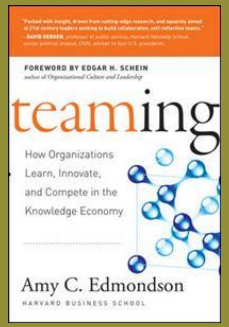


CO-LEADERSHIP

Co-leadership is when everyone in the organization is prepared to take the initiative for development and responsibility for the assignment as a whole - and when the citizen is also invited to participate.

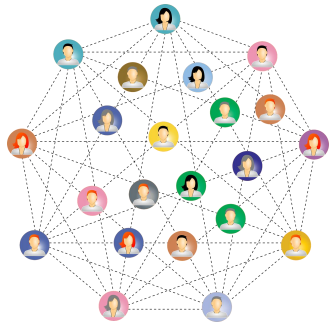
Trust increases organizational citizenship

Willingness to take independent initiatives to solve problems beyond narrow role descriptions and manuals



Source:
Edmondson, Amy (2012) Teaming: How Organizations Learn, Innovate and Compete in the Knowledge Economy. Harvard Business School.

Leadership is exercised by all



"Leadership can take two forms: the first is formal leadership, which I call leadership with a capital L. Large L leadership usually includes senior managers and it concerns decisions and activities that affect everyone in the organization. [...] But often what is needed is what I call leadership with a small L. This type of leadership is exercised by people around the organization, not just at the central level, and especially by those who work in the core business, where the work may have a crucial outcome for the customer's experience."

(Amy Edmondson, förord)

Exempel

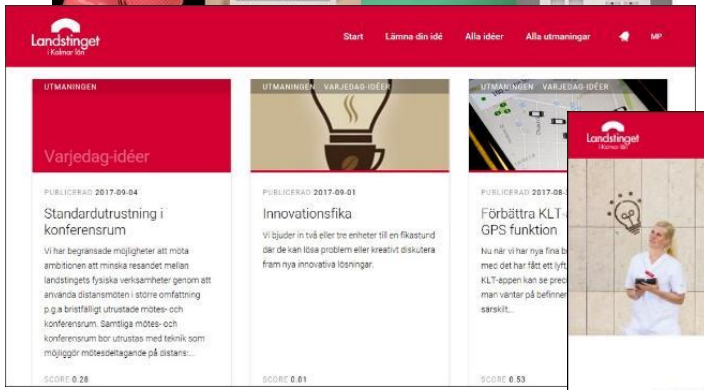
Elon Musk

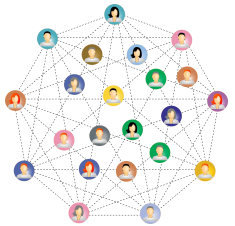
Freedom of communication to quickly solve complex and urgent problems

"Communication should travel via the shortest path necessary to get the job done, not through the 'chain of command'. Any manager who attempts to enforce chain of command communication will soon find themselves working elsewhere."

Exempel

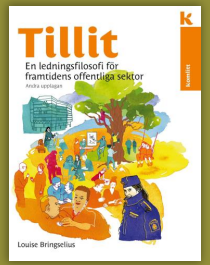
Proposal platforms





Summary

Control-Based Public Management vs Trust-Based Public Management



Source

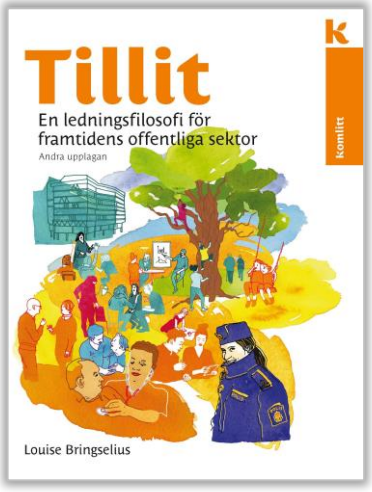
Bringselius, Louise (2020) Tillit – en ledningsfilosofi för framtidens offentliga sektor. Komlitt Förlag.

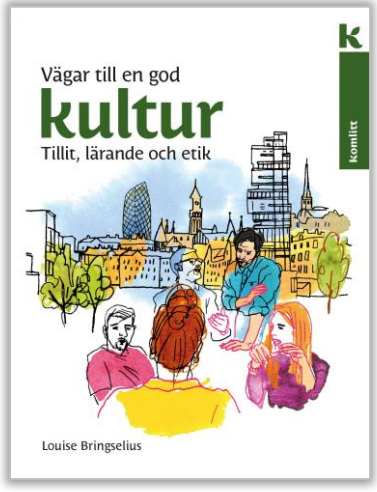
Tabell 1. Grundläggande skillnader mellan en kontrollkultur och en tillitskultur.

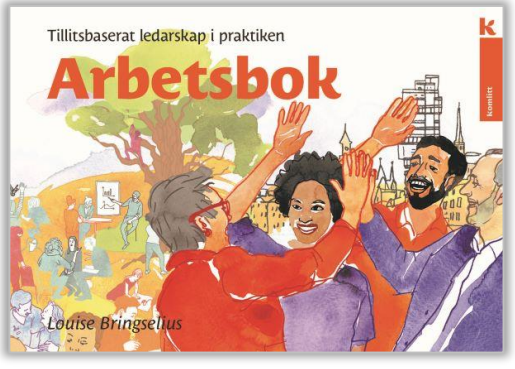
	Kontrollkultur	Tillitskultur
Styrningens huvudsakliga riktning	Uppifrån	Nedifrån
Styrningens huvudsakliga attityd	Kontrollera och bestraffa	Främja och hjälpa
Fokus	Överordnad beslutsfattare (uppåt)	Kärnverksamheten (nedåt)
Viktigaste instrument	Kontroll, avgränsat ansvar, formalisering	Lärande, helhetsansvar, relationsbyggande
Utvärdering av prestationer	Central, distanserad, kvantitativ (siffror)	Kollegial, förståelseinriktad

Thank you!

More readings







Bringselius, Louise (2020) Tillitsbaserat ledarskap i praktiken – arbetsbok. Komlitt Förlag.

Bringselius, Louise (2020) Tillit – en ledningsfilosofi för framtidens offentliga sektor. Upplaga 2. Komlitt Förlag.

Bringselius, Louise (2020) Vägar till en god kultur: tillit, lärande och etik. Komlitt Förlag.

Bringselius, Louise (red) Styra och leda med tillit: Teori och praktik. SOU 2018:38. (Forskningsantologi till Tillitsdelegationen.) Download at www.regeringen.se

Reports to the Trust Delegation on basic work, follow-up, etc. Can be downloaded at www.bringselius.se or www.tillitsdelegationen.se.

Reports from the Trust Delegation(se www.regeringen.se)