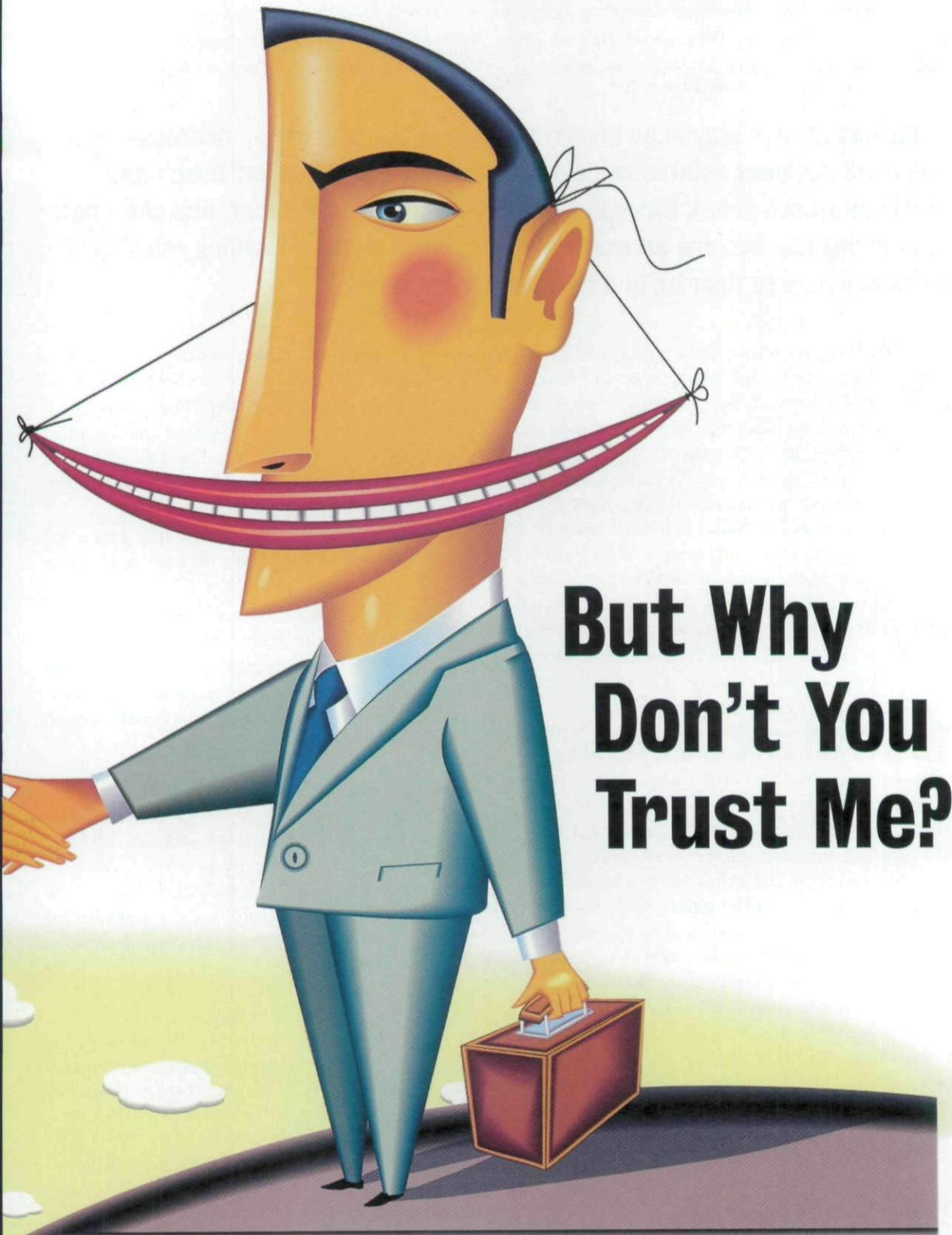


**I Don't  
Trust You,**

**Recognizing the Fragility of Trust and**

By Jeffrey S. Busch & Nicole Hantusch



**But Why  
Don't You  
Trust Me?**

**its Importance in the Partnering Process**

## By Jeffrey S. Busch

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**Trust has always played an important role in the partnering process—as it has in all business relationships. In the following article, Jeff Busch and Nicole Hantusch break through the invisible barriers to trust, and show how partnering can become an easier process when healthy working relationships are able to flourish in a trusting environment.**

Vladimir Lenin, leader of the Russian Revolution, said: "Trust is good, but control is better." Today, many people in the business world operate with the same attitude and miss the opportunities for success that are available when they dare to establish trust. Control and lack of trust characterize many personal and working relationships. What is it that makes it so difficult for us to trust other people nowadays?

Often the main perceived barrier to a successful construction project is the contract, which implies that the issue is money. Both parties remain unaware that trust is a more powerful barrier to a successful project than either the contract or the money involved. Experience has shown that if trust has been established, negotiations about the contract and money are fairer.

But trust is not just needed while negotiating a contract or the price for extra work, it is essential throughout the duration of the project for many reasons. For instance, trust is needed to perceive the intentions of the other party correctly, to exchange important information, or to have confidence in the other party's ability to meet contract obligations. If trust is established between the owner and the contractor at the beginning of a project, respect, commitment, and accountability become part of their relationship.

However, building trust is not an easy task, especially in the construction industry, where the relationship between parties is often characterized by shifting risk, contract language, and adversarial perspectives.

### What is Trust?

Trust plays an increasingly important role in the partnering process, and in all business relationships. There are many different definitions of trust, which do not contradict each other, but rather are focused on different aspects of trust. Doney, Cannon and Mullen<sup>1</sup> make the effort to develop a single definition of trust. They define it as:

A willingness to rely on another party and to take action in circumstances where such action makes one vulnerable to the other party.

In their opinion this definition incorporates the notion of risk as a precondition of trust, and it includes both the belief and behavioral components of trust.

Other authors also suggest that a perceived risk is required for trust to influence one's decisions and actions:

A fundamental condition of trust is that it must be possible for the partner to abuse the trust.<sup>2</sup>

Trust is an attitude based on the past and extending into the future; it reduces the complexity of the world for us, but leaves us with some risk.<sup>3</sup>

### The Dilemma of Trust

Why is it often difficult for us to trust someone we don't know or someone we know who has disappointed us once? Why is it so difficult to make the first step to a trustful relationship? The answer to these questions is "the paradox of trust."<sup>4</sup> Simply stated, before you are trusted, you first must trust others.

Trust is an essential value of all human relationships, but it is also a fragile good, which is hard to earn and easy to destroy. It creates a situation of potential disappointment, and consequently, many people distrust others. It is not easy to take the first step towards a trustful relationship, but the only way to be trustworthy is to trust the other party. The other party has the same concerns and fears as you and probably will not venture the first step.

The so-called dilemma of trust is present in the construction industry since the relationship between owner and contractor is often characterized by a long-term adversarial relationship. It is therefore important to put additional emphasis on the necessity of trust at the start of the partnering process, to give both parties the opportunity to

overcome their prejudices, and to start the project in a new atmosphere of mutual understanding.

### **The Benefits of Trust**

Trust has been called "social capital," a social good that facilitates economic growth and development.<sup>5</sup>

Research by Caudron<sup>6</sup> shows that a high level of trust equals aspects such as:

- Better customer satisfaction.
- Lower costs.
- Quicker response times.

Research also finds that in a trustful environment people spontaneously help others to solve their problems as they arise. It is difficult to measure the worth of these actions, but they enhance every organization's or project's ability to overcome unexpected difficulties,<sup>7</sup> which otherwise could lead to total failure.

For example: Parks, Henager & Scamahorn<sup>8</sup> found that low trusters reacted to a competitive message (demanding) by decreasing cooperation, but were unaffected by a cooperative (friendly) message. In contrast, high trusters reacted to the cooperative message by increasing cooperation but were unaffected by the competitive message.

Kramer also points out that many empirical studies show the importance of trust in people's willingness to engage in positive behaviors like:

Contributing their time and attention towards the common goals, sharing useful information with other members, and exercising responsible restraint when using valuable but limited resources.<sup>9</sup>

These positive behaviors contribute to many positive actions, like handling change orders or the altered conditions of a construction project quickly and in favor of the project. They can prevent the project from getting stuck because both parties are working in the same direction and want to make the process as easy as possible.

Another benefit is the high satisfaction and motivation of people who work in a trusting atmosphere. Without having to be afraid of unpredictable reactions or behaviors of the other party, everybody can focus their attention and energy on the success of the project.

### **Trust in the Partnering Process**

Partnering is the creation of a working relationship, primarily between a building owner and a contractor, which should promote mutual and beneficial goals. Partnering further involves subcontractors, design professionals, and other agencies. The central objective is to encourage contracting parties to establish their project-specific business plans, leading to an attitude that fosters risk-sharing and win-win resolutions.

Partnering allows parties to review their ways of doing business. It provides an opportunity for both parties to gain insights into the business practices of other companies. To learn valuable information related to a common project, each party has to be trusted. Inevitably, partnering means that both parties must take risks and expose their vulnerabilities. This risk-taking leads to strength and knowledge. Without trust, the success of the project is in great danger because the effects of distrust waste too much energy, labor, and money, which would be better spent on the project.

The other key elements in the partnering process are: commitment, communication, conflict resolution, consensus on goals and objectives, equity and win-win thinking, issue resolution, and empowered people. A total partnering culture cannot fully exist in an environment of distrust because trust is its foundation.

In their 1997 study, E. Larson and J.A. Drexler, Jr., found that professionals in the field view trust as crucial.<sup>10</sup> Analyzing 187 responses to the question: "What are the major barriers to successful partnering in construction projects?" they identified five major impediments to the success of Partnering processes. The most mentioned barrier was trust, making up 29% of the responses. An additional 9% mentioned that mistrust resulted from past adversarial relationships and training, and another 2% mentioned fear of past adversaries. Other constraints mentioned were attitudes and interpersonal barriers, project structure barriers, partnering process barriers, knowledge and skill barriers, and commitment. Larson and Drexler concluded that the perceptions of the respondents: "reflect a general level of mistrust between owners and contractors engendered by years of viewing and treating each other as potential adversaries."

### **Fairness and Good Faith**

Every construction contract has an implied basis of fairness and good faith. If the parties don't trust each other, they tend to break this contract rule and calculate how far they can go with being unfair in order to win. At some point this behavior will affect the project and consequently turn the situation into a lose-lose situation for both parties. To turn the project around again, both parties must learn to treat each other fairly. If they con-

***If trust is established between the owner and the contractor at the beginning of a project, respect, commitment, and accountability become part of their relationship.***

tinue to push the limits with each other, they will kill the project.

Based on Pinnell, Busch's experience in conducting over 150 partnering sessions, it was found that when trust is broken effective communication stops. The parties then try to find out who caused the problem, rather than solving it. Instead of talking with each other, they start writing formal letters, referring to the contract and pointing out the other party's responsibility. Kept busy with the contract language, neither party is able to address and solve the on-site problems. Many times the result is a severe dispute, claim, or lawsuit.

### **Deciding Whether to Trust or Distrust**

Distrusting people is a black hole. Every day people make assumptions about others' intentions, behaviors, attitudes, and abilities. But what is the basis for these assumptions, which lead to the decision of whether to trust or distrust a person or party?

The most important precondition to building trust is the interaction with other individuals or organizations. To determine if a party is trustworthy, people must interact on a personal level—and frequently. Interaction is needed to experience the other party's predictability until trust can be established between them. If this happens, the parties can start working together without as much personal interaction, because they don't have to observe and test each other anymore. However, to maintain this relationship, both parties have to continually reinforce trust. Because of its fragility, trust can turn into distrust more quickly than it is established.

Kramer describes six elements of trust that can be found within organizations. These factors influence our cognitive trust-building processes. They influence our assumptions about the trustworthiness of other people and our own willingness to engage in a trusting behavior.<sup>11</sup>

#### *1. Dispositional Trust*

Research suggests that people differ in their general predisposition to trust or distrust other people. Rotter proposes that people take from their early trust-related experiences to build up general beliefs about other people.<sup>12</sup>

#### *2. History-Based Trust*

Some authors<sup>13</sup> call this "knowledge-based trust." It is when people predict the future behavior of others based on past actions. The consistency

***Without having to be afraid of unpredictable reactions or behaviors of the other party, everybody can focus their attention and energy on the success of the project.***

of a party's past actions and the extent to which the actions are congruent with the party's words indicate the degree to which the party can be trusted. According to Lewicki and Bunker,<sup>14</sup> the greater the knowledge about the past actions of the other party, the higher the chance their behavior is predictable. In particular, the mutual or cooperative interchange of favors, privileges, or rights can enhance trust, while the absence or violation of reciprocity erodes it.<sup>15</sup> And, the expertise and competence of one party assures the other party that their partner has the capability to meet their expectations.

#### *3. Third Parties as Conduits of Trust*

Trust can also be built through the transference of information about a party by a source that is known as trustworthy.<sup>16</sup> Uzzi observed that "third parties acted as important go-betweens in new relationships, enabling individuals to roll-over their expectations."<sup>17</sup>

The construction industry resembles a huge network, which connects owner, contractor, and design firms with visible and invisible links. Recommendations and the exchange of information often lead to new working relationships. If an owner is satisfied with the work of a specific contractor or designer, he will likely talk about it and let other owners know about the good work.

#### *4. Category-Based Trust*

Category-based trust is predicated on membership in a social group or organization. Studies show that in dilemma situations people trust members of their own group more than others. For example, contractors usually trust other contractors more than they trust owners because they share the same interests, problems and perspectives with members of their own group.

The construction contract tends to reinforce this categorization, making the trust-building process more difficult. The goal of partnering is to break down this invisible wall between parties to create a new category called "project" that unites the parties.

#### *5. Role-Based Trust:*

This focuses on the specific role a person occupies in an organization, e.g., regional manager or project manager. It is not based on knowledge about the person's capabilities, dispositions, motives, or intentions. Trust develops from a common knowledge regarding the barriers to

entry into organizational roles. People rely on their assumption that people will behave as expected because of their role within an organization. This reduces the necessity for personal interactions to test trustability. When role-based trust and category-based trust are well-established, they can help to reduce the costs for other trust-building processes.

On the other hand, role-based trust can fuel distrust. If, for instance, top management is not committed to the partnering process, the other party may distrust not only top-management but also the project managers. Proceeding from the importance of role-based trust, the trust-building process in partnering can be seen as a top-down process. Consequently, top managers should pay attention to creating trust and commitment among themselves and the project managers at the beginning of the project.

#### 6. Rule-Based Trust

"Rule-based trust is predicated on shared understandings regarding the system of rules and appropriate behavior."<sup>18</sup> Hewlett-Packard can be used as an example of trust creation. HP encouraged their engineers to take equipment home for personal use. This act demonstrated management's trust in the cooperativeness of the employees, and as a result the employees tended to trust HP in return.<sup>19</sup> Kramer emphasizes that "by institutionalizing trust through practices at the macro-organizational (collective) level, trust becomes internalized at the micro-organizational (individual) level."<sup>20</sup>

In the construction industry, top management might demonstrate trust in their project managers by giving them more authority without countermanding it at a later time. Being trusted with responsibility motivates the project managers to give their best and to trust in return. It also encourages them to trust their field team and to relinquish more authority. This process of developing new authorities does not just demonstrate that people trust each other—it can also help simplify decision lines and processes to keep the project going.

#### Barriers to the Process of Building Trust

Trust is difficult to obtain and maintain. There are two main reasons for the fragility of the trust-building process:

- Trust-destroying events are more visible and noticeable than trust-building events. Positive events are taken for granted in contrast to negative events.
- Trust-destroying events carry more weight in judgment than trust-building events.<sup>21</sup>

Unfortunately, most of the elements that build trust can become powerful barriers to trust. The following are barriers to the trust-building process that can be found in organizations and construction projects:

##### 1. Interaction History

History is one important barrier to the trust-building process in the construction industry. Often an owner and contractor have had bad experiences with past projects and are not able to

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start a new project without holding prejudices and resentments against each other. Combined with barriers like social categorization and generalization, it is understandable that both parties think they can never fully trust each other.

### 2. Social Categorization

People tend to categorize other people if they do not have much information about them. A category might be gender, nationality, profession, or employment status. People use these categories to simplify their decision-making processes.<sup>22</sup>

Participants of a partnering project may place other members in categories of contractor-people and owner-people or engineer-people and agency-people. If they do, they are likely to trust members of their own category more than members of another. Brewer shows that people evaluate out-group members as less honest, reliable, open, and trustworthy than members of their own group.<sup>23</sup>

### 3. Generalizations and Role Models

People tend to generalize from the actions of one person to the intention of the whole group to which this person belongs. For example, if one contractor does not meet the expectations of an owner, that owner tends to think that all contractors are likely to disappoint, and he or she may distrust contractors in general. Also the behavior of role models, like top managers, is observed attentively by the other party. If the top managers of a company are perceived as not to be trusted, their employees will not be trusted either.

### *Barriers Specific to the Construction Industry*

#### 4. Contract Obligations and the Issue of Hierarchy

The conditions of construction contracts lead automatically to perceived hierarchies between parties on a project. Money and who-gets-how-much mainly determines this hierarchy. A recent study conducted by Pinnell, Busch showed that contractors often feel they stand in a low-status position in relation to

the owner, while owners indicated that they have a higher status because they have the money.

#### 5. Time Constraints

Every party needs time to collect information about the other party in order to measure the predictability of the other side's behavior. Several interactions with the other party must occur before trust is developed.

Construction projects usually don't have, or make, this time available. Projects start with a spe-

cific time frame, and move at top speed to a series of deadlines. There is little time prior to the project start or during the project to establish trust. In addition to the element of time constraint is the fact that construction parties do not usually work with each other continuously over a period of years. As a result, the trust-building process has to start at the beginning over and over again.

## How to Build and Restore Trust

Govier says that "we often fail to distinguish between lies and disagreements about the facts or between unreliability and cultural differences."<sup>24</sup> Simple misunderstandings or misinterpretations can lead to deep distrust, and the other party will never know when and why this distrust emerged. Lack of communication may even lead to the belief that the other party lied.

Despite the challenges and constraints of building trust, somebody must venture the first step.

### The First Step

The challenging first step to establish trust is trusting others. This means that you allow yourself to become vulnerable to disappointment and that you are prepared to take a risk. It also means that you developed and demonstrated courage.

Self-trust is the most important factor in having the courage to take the unpredictable step of risking trust.<sup>25</sup> Self-trust means that we trust our professional capabilities and that we have positive beliefs and expectations about what we can do. If a contractor submitted solid estimates of costs on past projects, he will be confident in his estimating abilities for the next project. Armed with this self-confidence, it is easier to trust the other party because our vulnerability isn't so much at risk.

Horsburgh labels the idea of trusting somebody as the best way to engender trust as "therapeutic trust." Therapeutic trust is:

...based on the assumption that people who are explicitly entrusted with certain tasks or goods will feel an obligation to live up to the expectations of others, and guilt if they do not do so. It is based on the human desire to reciprocate goodness and to live up to what others expect.<sup>26</sup>

It does not mean that you should automatically trust everybody all the time. It is a single act that gives a start to a trustful relationship with the goal of inspiring trustworthy behavior from the other party. "By regarding the other as a worthy and potentially trustworthy being, by approaching him in this light and responding to mistakes with a forgiving attitude, we can encourage him to develop in positive directions."<sup>27</sup> The assumption of therapeutic trust gives us the chance to overcome fears and to inspire cooperative behavior in the other party.

**The other party has the same concerns and fears as you and probably will not venture the first step.**

How do you encourage the other party to trust you? According to Govier: "We cannot control the other party's actions and attitudes, but we can control our own."<sup>28</sup> To build trust we must turn

## 2. *Honesty*

It is an absolute requisite to have honest intentions when you strive to build trust. Without honesty people will never trust you completely.

# ***Inevitably, partnering means that both parties must take risks and expose their vulnerabilities.***

our focus from the perceived insufficiencies of the other party to our own insufficiencies and work on our own behavior and actions.

Partnering should encourage parties to be more agreeable, forgiving, open, and less greedy. To venture the first step would mean that the owner—especially at the start of the project—demonstrates trust in the calculations of the contractor by accepting more easily than usual a change order. In return, the contractor would know that on the next change order he will not have to exaggerate his calculations to obtain reasonable compensation. On the other side, the contractor can start building trust by providing more details than usual in the change order to make it easier for the owner to accept it. Both parties should not ask for everything the first time, rather they should show that they are interested in a fair solution and willing to compromise.

Unfortunately, acting and behaving in a trustful manner does not necessarily mean that the other party will respond in the same way. People who expect close reciprocity in relationships are almost certain to be disappointed. In the construction industry, it may be hard to "scratch your back if you scratch mine" when the contract does not allow for it or when the other party's perception of the value of the favor differs from yours.

## ***Action Plans***

The following actions and behaviors will help reinforce and maintain trust in a relationship.

### *1. Consistent and Predictable Behavior*

You have to behave as you communicate in order to be predictable to the other party. If your behavior is predictable, the other party has nothing to fear and can start trusting you. To be inconsistent in behavior is the quickest way to lose trust.

It is easier to build trust through behavior than through just talking. Behavior is the translation from communicated commitments into action. If you set rules, you are the first person who has to follow those rules. For instance, you have to return phone calls when promised or be on time for meetings if you expect other people to be on time. If you fail to fulfill your promises, you not only fail to build trust, you lose the trust other people might have had in you before.<sup>29</sup>

Be honest in everything you do and say. Like Peters cautions: "Nothing destroys trust quicker than the failure to tell the unvarnished truth."<sup>30</sup> To admit to a mistake can also be a powerful method for building trust. Caudron calls it "the magic of an apology."<sup>31</sup> To apologize symbolizes openness and respect for the other party. If the other party sees that you can admit mistakes, you open the door for them to do it too without being afraid to be vulnerable.

You must also be open to criticism and do not try to rationalize a mistake or to justify behavior. Keeping promises and commitments is important and if doing so is not possible, admit that you are not able to keep them.

### *3. Clear Communication*

Behavior can only be perceived as consistent if communication of the intended behavior is clear.

Often people do not ask for clarification when they don't understand something, either because they are afraid to appear incompetent or they fear causing conflict. To prevent misunderstandings or different interpretations, clarification must be sought and communicated effectively:

Effective communication is candid, clear, at the right level of detail, timely, relevant to the interests and needs of the participants, involves the right people, and ensures mutual understanding of content and conclusion.<sup>32</sup>

Following are some recommendations on how you can make your communication more effective:

- Resist overtalking.
- Empathize with the other person's situation.
- Control your anger.
- Avoid the statement "you have got a problem here."
- Avoid hasty judgements and assumptions.
- Ask a lot of questions.
- Use good eye contact.
- Compliment whenever you can, but only sincerely.
- Keep judgements to yourself.

### *4. Active Listening*

Listen attentively to the other party and make

this clear by maintaining eye contact and affirming the other. To listen actively shows respect and can create mutual understanding. You should not interrupt or formalize a response until the other party is done speaking. By paraphrasing what you understood you can make sure that your interpretation is correct and it shows the other party that you paid attention to what he or she said. If you don't understand something ask the person to explain it again instead of making your own assumption about what the person might have meant.

#### 5. Share Information

Sharing important information shows the other party that you trust them not to take advantage of you and encourages them to share important information with you. Avoid surprises and inform the other party early about decisions, changes, and other information they may need to know. If you are not sure what information they need, ask them. It would be negligent on your part to assume which information is important to the other party. You might be wrong.

#### Action Plans for Top Management

Horton and Reid<sup>33</sup> especially encourage the top management to establish a new, more trustful relationship with their middle management by:

- shifting emphasis from deal-making and short-term results to long-term planning;
- practicing the corporate values they preach (don't talk about empowering employees and then overrule their decisions);

- interacting and avoiding isolation (communicate with as many people as possible, ask what they think, especially if it's negative. Listen to their ideas, problems, and solutions. Communicate goals and visions—everybody must operate from the same perspective);
- making an ongoing commitment that gives life to slogans; and
- restoring and respecting ethical values.

#### Enhanced Strategies of Partnering

The dynamics of the construction industry and its ever-changing projects require dynamic and full-contact partnering. Over the last decade, focused strategies for implementing partnering on construction projects have evolved. These strategies place emphasis on building the process by working more with small groups rather than with the whole team. The partnering sessions are project-specific: actual project issues are solved at the session.

#### Direct Application Method (DA)

The goal of the direct application method is to establish at the beginning of a project a project manager-level team, which consists of three-to-six key project manager-level individuals. This team would have leadership and responsibility for designing and implementing the partnering processes on the particular project.

To be successful, the team needs to understand the concept of "project first thinking." That means focusing on what they want and not getting caught up in what they don't want. A prerequisite to making this happen is that the PMs commit to supporting the project's focus.

Exchanging perspectives and working together on action plans to solve issues will create mutual understanding and is the foundation of a trustful relationship between the PMs. In this relaxed and "safe" environment of the partnering session, PMs get the opportunity to try and test what happens when they trust the other party while discussing real issues.

Once a PM-level team is formed, it leads the partnering effort by scheduling and leading the meetings, the issue resolution and feedback processes, and other key partnering protocols. Every problem the team they successfully solves together enhances the level of trust among the team. It is the team's responsibility to expand the team by inviting the participation of new members and spreading the idea of "project first thinking."

When trust is established, all participants identify themselves with the project and the project develops its own identity and culture.

*Increased interaction and improved communication between management and contractors provide a good foundation for trust.*



## Executive/Sponsor Involvement

Leading the partnering process and serving as a role model is a new position for most PMs, and requires training. They cannot make the necessary changes and meet project partnering expectations unless their top management supports them with the needed commitment, resources, and organizational structures.

One of the commitments the top management needs to make is to relinquish a part of their authority to their PMs, in order to expedite processes and as a sign of trust. Neglecting to do this can become a main constraint in the trust-building process, since it is an indication that top management fears losing power.

## Intervention Partnering

Intervention partnering or project realignment is an alternative dispute resolution technique designed to realign a project that is off course. At this point in a project, trust may be completely broken down and both parties are unable to talk reasonably about the issues. People are focused on protecting interests, defending positions, and cutting losses or impacts to their organization instead of trying to rescue the project.

For a project to get back on track, trust must either be reestablished or, in some cases, established for the first time. Project realignment can put processes in place that promote trust by building cross-organizational teams for project planning and for issue resolution. The project may need to employ a full-time independent expert for a short while to facilitate the teams through tough issues. It may even bring in a team of experts to provide guidance and immediate solutions.

The goal of the realignment process is to create an environment of fairness in which people can establish trust, honesty, and a degree of professionalism that will allow them to work through tough issues regarding risk and dollars.

The realignment process is built on:

- refocusing the project manager-level team to collectively do what is best for the project;
- working to reestablish an environment of good faith and fair dealing;
- addressing and resolving all outstanding contractual or people issues on the project in the immediate time frame; and
- resolving "project killer" issues and disputes.

## Conclusion

Distrust has become part of "business-as-usual" and is an accepted form of behavior in the construction industry. As more risk and higher dollar amounts become involved in a project, the less trust is evident between parties. Distrust can be an invisible but powerful barrier to the success of a project or a company. Since the impact of trust or distrust cannot always be measured in precise numbers or dollars, many people overlook distrust as a main barrier to success.

The partnering process has prevented a lot of construction projects from realizing major losses in the past. But at the beginning of every project, partnering usually has to deal with a lack of trust between parties. To make partnering more effective and successful, it needs focused strategies. After attending a partnering session, each participant should know what he or she must do next to make the project a success. One of the first actions must be to start building trust. ■

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<sup>16</sup> *Supra*, note 1.

<sup>17</sup> B. Uzzi, "Social structure and competition in interfirm networks: The paradox of embeddedness," *Admin. Sci. Q.* Vol. 42, p. 35-67, (1997) in Kramer, *supra*, note 7.

<sup>18</sup> G. J. Miller, "Managerial Dilemmas: The Political Economy of Heianuchies," *Cambridge Univ. Press* p. 254, (New York: 1992) in

Kramer, *supra*, note 7.

<sup>19</sup> *Id.*

<sup>20</sup> *Supra*, note 7.

<sup>21</sup> *Id.*

<sup>22</sup> *Id.*

<sup>23</sup> M.B. Brewer, B.E. Collins, *Ethnocentrism and its Role in Interpersonal Trust*, pp. 345-59, (New York: Jossey-Bass. 1981) in Kramer, *supra*, note 7.

<sup>24</sup> *Supra*, note 3.

<sup>25</sup> *Id.*

<sup>26</sup> H.J.N. Horsburgh, "The Ethics of Trust," *Philosophical Quarterly* 343-54, in *supra*, note 3.

<sup>27</sup> *Id.*

<sup>28</sup> *Supra*, note 3.

<sup>29</sup> *Supra*, note 4.

<sup>30</sup> *Supra*, note 6.

<sup>31</sup> *Supra*, note 6.

<sup>32</sup> G. Pitagorsky, "Building a Communication Infrastructure," *PM Network*, p. 41-46, (1998).

<sup>33</sup> T.R. Horton, P.C. Reid, "Beyond the Trust Gap." *Business One Irwin* (1991).

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