



HOUSE OF INNOVATION

VISION ZERO CANCER WORKSHOP
THE ROLE OF TRUST IN COMPLEX INNOVATION



TODAY'S
AGENDA

Trust – definition and dimensions

The role of trust in innovation

Trust sources and dynamics

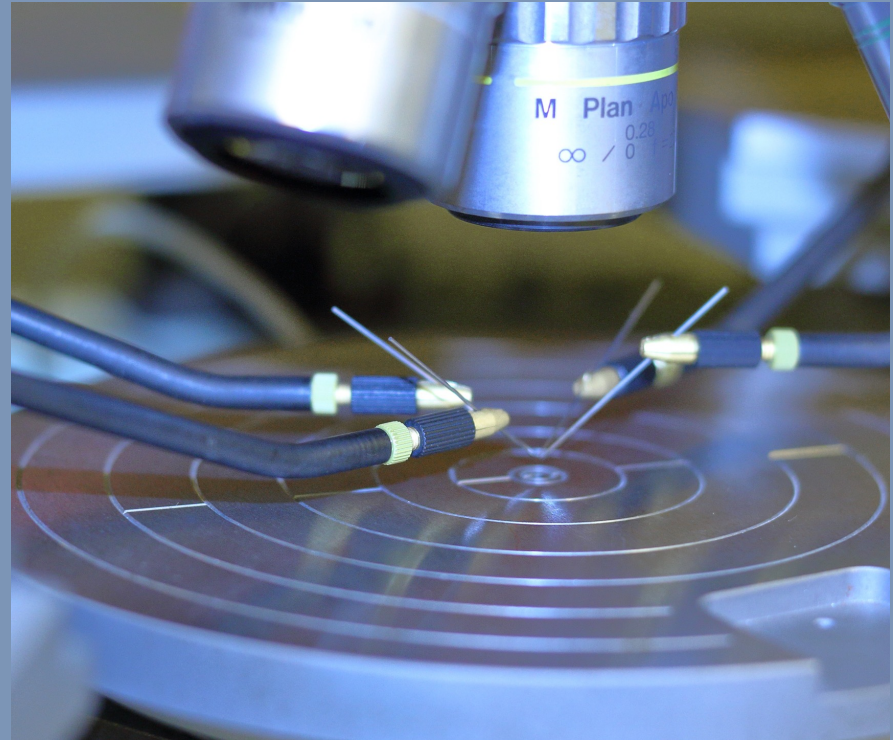
Built in discussions

Break somewhere in-between!

SYFTE

UTÖKA NOLLVISIONS MÖJLIGHETER ATT

- Bena ut vilken roll tillit spelar i nollvision
- Arbeta mer ändamålsenligt med att bygga tillit
- Mer kritiskt och precist jobba med tillitskapande (och motverka destruktiv tillit)



WHAT IS TRUST?



**HOW WOULD YOU
DEFINE TRUST?**

**WRITE DOWN YOUR
THOUGHTS!**

DEFINING TRUST

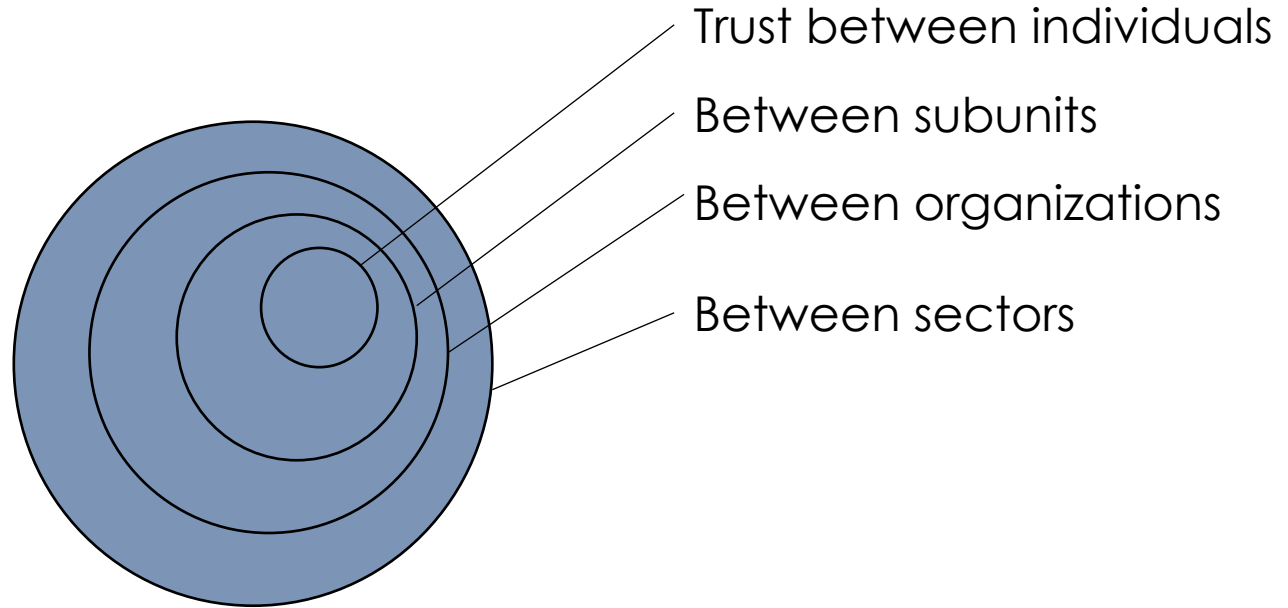
When I trust another, I **depend on her good** will toward me...

Trust is a willingness, or intention, to **accept vulnerability** to another ...

Trusting Intentions means one is willing to depend, or intends to depend, on the other party **with a feeling of relative security, in spite of lack of control over that party, and even though negative consequences are possible...**

Mayer, R. C., Davis, J. H., & Schoorman, F. D. 1995. An integrative model of organizational trust. Academy of Management Review, 20: 709–734.

TRUSTOR AND TRUSTEES AT/ACROSS DIFFERENT LEVELS



DISTRUST/MISTRUST

A belief that the motives/capacity of another actor will lead them to approach a situation in an unacceptable manner

an expectation “of punishments from...other . . . rather than rewards”



WHY IS TRUST IMPORTANT



THE ROLE OF TRUST IN COMPLEX INNOVATION

Trust is especially important in innovation processes

Trust and its relationship to prosocial behaviour

Inter-organizational collaborations involving legally autonomous actors with more or less informal contracts – trust serves as a coordinating mechanisms

Reduces the need for contracts – provides flexibility



TRUST HAS IMPLICATIONS ON GOVERNANCE: TRANSACTION BASED VS RELATIONSHIP-BASED GOVERNANCE



TRUST NEEDED AND MANIFESTED IN VISION ZERO CANCER? (12 MIN)

Write down your ideas!



- Between what actors is increased trust critical in order for VZC to reach its vision? Trust between individuals/organizations/sectors?
- What areas do VZC need to prioritize in the short-term vs long term?
- How can we know if individuals/organizations 'trust' each other? Through what 'behaviors' does it show?
- Is there trust in today's healthcare system, which makes change difficult? How so?

SOURCES OF TRUST (IN ANOTHER ACTOR)

- Välvilja (benevolence)
- Kapacitet (Knowledge-based)
- Integritet (integrity)
- Förutsägbarhet (predictability)

Importance may differ over time

Photo by [Jannis Lucas](#) on [Unsplash](#)



TRUST DYNAMICS

- Swift trust
- Trust transfer
- Trust building
- Trust break-down
- Trust repair

How do these play out in VZC?

Which ones are most critical to address?

Open discussion



Photo by [Julie Molliver](#) on [Unsplash](#)



BREAK –

<https://livingwellatuhn.wordpress.com/2013/03/28/stretching-for-desk-work/>

INSTITUTION BASED TRUST – TRUST IN SITUATIONS OR STRUCTURES

...one believes that favourable conditions are in place to enable situational success in spite of risks

...a belief held by an individual about impersonal things (the underlying structures and situations).

SOURCES OF INSTITUTION-BASED TRUST

Structural assurance

Situational normality

How can ZVC offer situations and spaces that actors perceive as safe?



SOURCES OF INSTITUTION-BASED TRUST

- **Structural assurance**

Protective structures (guarantees, contracts, regulations, promises, legal resources, processes, procedures are in place that are conducive to situational success

- **Situational normality**

The situation, although risky, is perceived as proper, customary, fitting, favourable – how things should be

HOW IS AND COULD INSTITUTION-BASED TRUST BE BUILT INTO AND THROUGH VZC (10 MIN)



- How is VZC building trust today? (through what processes, behaviors, tools)
- What impedes your ability to build trust and how can you address them?
- Reflect alone and write down your thoughts 5 min
- Discuss with your neighbour 5 minutes

IS THERE SUCH A THING AS 'TOO MUCH' TRUST? – EXCESS TRUST

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2021, Vol. 64, No. 1, 180–206.
<https://doi.org/10.5465/amj.2018.0334>

UNDERTRUSTED, OVERTRUSTED, OR JUST RIGHT? THE FAIRNESS OF (IN)CONGRUENCE BETWEEN TRUST WANTED AND TRUST RECEIVED

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ARRIVING AT THE 'RIGHT' LEVEL OF TRUST



- Is there such a thing as excess trust in VZC?
- How can VZC construct 'fit' between trust wanted and trust received?

Think alone first 3 min and discuss with your other neighbour 3 min

CONCLUDING REMARKS

Trust refers to a willingness to depend on the other party with a feeling of relative security, in spite of lack of control over that party.

Trust can also be impersonal - directed to a situation.

Trust has implications on how we behave and what form of governance is feasible.

Certain sources of trust and forms of trust building may be particularly important in particular settings and in relation to particular aims.

Trust is not always good - the challenge is to achieve fit between trust wanted and trust received.



WHAT WAS YOUR MOST
IMPORTANT TAKE-AWAY FROM
TODAYS SESSION?

HOW WILL YOU ACT ON IT?



NVC

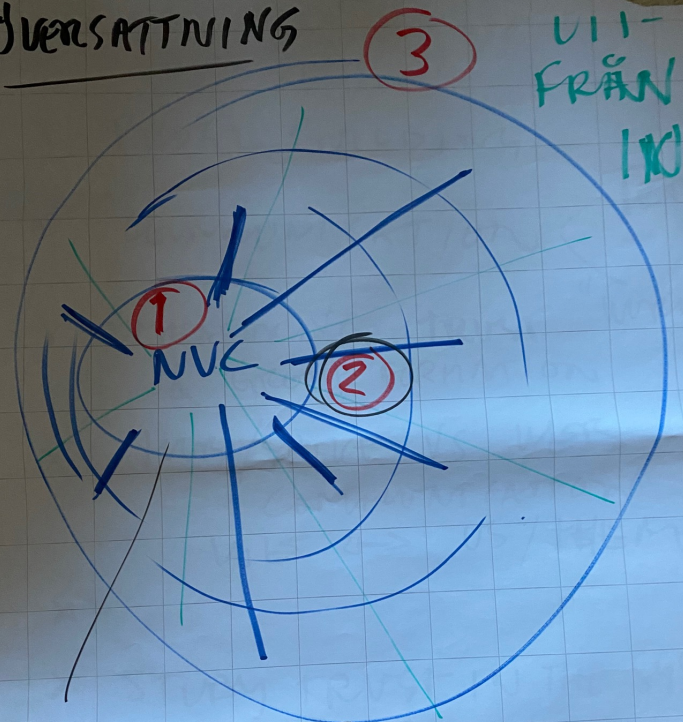
- ✓ ✓ TRANSPARENT
TILLITSFULLT NÄTVERK
"VI"
- ✓ LÄNGSINKTIG LIVSKRAFT
0 / FÖR EKOSYSTEM
- x SVERIGE SOM LEDANDE
CANCERTERAPI - MARKNAD
g.m. FÖLJANDE FÖR
STORA SAMARBETEN.
- x NVC - PLATTFORM FÖR
SAMVERKAN
- x TILLIT → FÖRÄNDRING
- x NVC-KONSTELLATION SOM GÖR
SKILLNAD → TILLIT

- x BERÖRINGSKRÄCK!?
- x HÄLSÄRHET I DET VI GÖR
TILLSAMMAN
- x VÅGA GÖRA FEL
- x NVC PLATTFORM FÖR ATT GÖRA
SAKER → TRUST
→ TA BORT BERÖRINGSKRÄCK
- x TILLIT - MOD - HANDLINGSKRAFT
→ SKA TA RISKER
→ SKA UPP
- x HÅLLA IHOP - DRIVA FÖRÄNDRING





ÖVERSÄTTNING



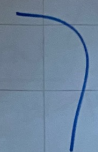
EMBEDDEDNESS

NOT CENTRALITY

- x TRUST BUILDING
- x COMMUNICATION } TEAM
- x MEASURING TRUST "WORLD"
& GROUP FORMATION
- x HUBS/SPOKE VS WEB
COMMUNICATION
WEB ↔ US/THEM
- x
- x STUDY TRUST IN THE SYSTEM
- x USE MORE RESOURCES
COLLECTIVELY / FOR NVC
- x BUILDING CROSS-PROFESSIONAL
TRUST



- x SMALL STEPS
- x SMALL WINS



- x VALUE
 - CREATION
 - DISTRIBUTION
 - EXPERIMENTATION
 - LEARNING
- TRUST DEVELOPMENT

x ALIGNMENT

x RESILIENCE OF
RELATIONSHIPS



VZC - TRUST BUILDING

- ① USING THE VISION!
- ? HOW TO BRING IN NEW PARTNERS
- * EXPANDING PARTNERSHIPS
→ LEGITIMATELY SELECTION
- ② ONBOARDING WITH TRUST "
- ③ CREATING A "WE" IN AN INST. SETTING
- * CLARITY OF VISION AND COMMUNICATION (PREDICTABILITY) -
- ④ VZC - CORE + PERIPHERY
- ⑤ LONG-TERM VISION (NOT VZC?)
- ⑥ BRINGING ONBOARD THE SKEPTICS
- ⑦ COLLABORATION IN PRACTICE





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Handelshögskolan i Stockholm
Stockholm School of Economics



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