

# Trust

## Putting the Pieces Together



Institute of  
Collaborative  
Management

# Contents

Background .....	3
Does Australia have a problem with trust? .....	4
Characteristics of Trust .....	5
Enablers and Reinforcers .....	6
What are Drives? .....	8
Positive, Negative and Exaggerated .....	9
Drives are Types of Behaviours .....	9
Behaviours and Culture .....	10
Drives and Values .....	11
Growing Trust .....	11
Blue Drive.....	12
Enabling Trust .....	12
Red Drive .....	13
Trust Matrix .....	14
Belief .....	15
Management's Responsibility.....	16
TeamDecoder™ .....	17
Reinforcing Trust.....	17
Goal Alignment .....	18
Social Chemistry.....	19
Vision and Purpose .....	20
SUMMARY.....	21
Appendix 1 .....	22
Appendix 2 .....	24
References .....	25
Appendix 3 .....	25

Everyone seems to agree that trust is important, but there has been little agreement on what trust is and how it is created.

## Background

This white paper explores the basis for enabling and sustaining trust in organisations and provides new insights into the role management has to play for trust to become a reality.

Everyone seems to agree that trust is important, but there has been little agreement on what trust is and how it is enabled and reinforced.

In fact, we have seen no literature to date that distinguishes between the enablers and reinforcers of trust. The result has been a confusion in the approach to building trust in organisations.

Scholars and practitioners widely acknowledge trust's importance. Because trust is considered so vital, it has been studied extensively in many social science research disciplines.

But while agreement is rising concerning the positive effects of trust, little consensus has formed on what trust means. In fact, trust definitions have become a "confusing potpourri," a "conceptual confusion", even a "conceptual morass".



### REFLECTION

This icon appears at key points in the paper to indicate an opportunity to pause and reflect on your own experience

In literature, words used to describe trust include: *Competence, Expertness, Dynamism, Predictability, Goodness/Morality, Good Will/Intentions, Benevolent/Care/Concern, Ability, Integrity, Responsiveness, Honesty, Credibility, Predictability, Reliability, Dependability, Openness/minded, Careful/Safe, Shared Understanding, Personal Attraction, Obligation/Responsibility, Vulnerability, Risk taking, Discretionary Power, Cooperative, Commitment, Willingness to depend, fiduciary obligation, etc.*

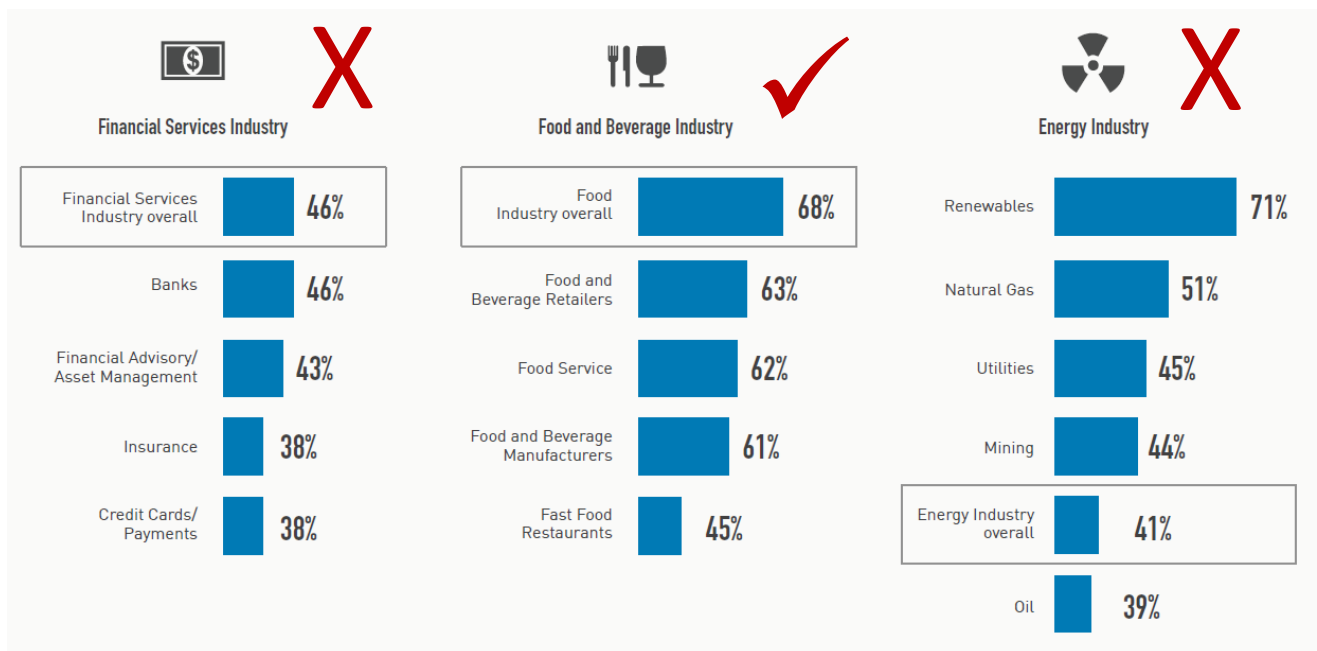
The work by McKnight, D. H., and Chervany, N. L. (1996) <sup>(1)</sup> 'The Meanings of Trust' provides a comprehensive review of trust literature, and provides a sound structure to assess the elements of trust. We have summarised their study in Appendix 1, and used it as a reference to discuss this important topic.



Reflect on your understanding of trust. What is your experience of trusting relationships in the work place? How does that shape your view on how trust can be created and sustained?

## Does Australia have a problem with trust?

A recent survey of 3 key industry sectors suggests trust is at a low level in Australian businesses, as illustrated in the table below:



*Do you think 41% levels of trust in the Energy Industry, or 46% levels of trust in Financial Services is OK?*



**We find organisations do not properly understand trust – how to enable trust nor how to sustain trust.**



2016 - Only 54 per cent of Australians trust their employer to “do the right thing”. Put another way, 46 per cent *don't* trust their employers.

Managers often shy away from trust. Vladimir Ilych Lenin expressed this view with the sentence “Trust is good, control is better”<sup>(4)</sup>.

## Characteristics of Trust

In a social context, **trust** has several connotations <sup>(1)</sup>.

Definitions of trust <sup>(2)(3)</sup> typically refer to a situation characterised by the following aspects:

- One party (trustor) is willing to rely on the actions of another party (trustee);
- the situation is directed to the future;
- the trustor (voluntarily or forced) abandons control over the actions performed by the trustee;
- the trustor is uncertain about the outcome of the other's actions;
- the trustor can only develop and evaluate expectations;
- The uncertainty involves the risk of failure or harm to the trustor if the trustee will not behave as expected.

More traditional definitions of trust include:

- ‘A psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of another’.

(Rousseau et al 1998) <sup>(5)</sup>

- ‘An individual's expectation that some organised system will act with predictability or goodwill’

(Maguire and Phillips 2008) <sup>(6)</sup>



How do these trust characteristics align with your own experiences?  
Do all the above characteristics need to be present?

At its core, trust is all about feeling safe and secure, within acceptable boundaries, and in reference to a particular event, organisation, or person

## Enablers and Reinforcers

Enablers and reinforcers refer to the elements that create and sustain trust in business.

Generally, trust creation is couched in terms of the phrases like:

*Competence, Expertness, Dynamism, Predictability, Goodness/ Morality, Good Will/Intentions, Faith, Belief, hope, Conviction, Confidence, Expectation, Reliance, Custody, Protection, Depend on, Benevolent/Care/Concern, Guard, Ability, Integrity, Responsiveness, Honesty, Credibility, Predictability, Reliability, Dependability, Responsibility, Open mindedness, Careful/Safe, Shared Understanding, Personal Attraction, Obligation/ Responsibility, Vulnerability, Risk taking, Discretionary Power, Cooperative, Commitment, Willingness to depend, fiduciary obligation, etc.*

There is little consensus of which of these terms are applicable, in which situation, and when.

In all the reference papers we have seen, no-one has distinguished between the behaviours, systems and structures, etc. that are necessary to enable trust to **grow**, versus those that **reinforce** the trust that exists. There is a difference, and attempting to use a reinforcer instead of an enabler simply

will not work. At its core, trust is all about feeling safe and secure, within acceptable boundaries, and in reference to a particular event, organisation, or person.

What does it take to create an environment in which people feel safe and secure?

Three things are needed:

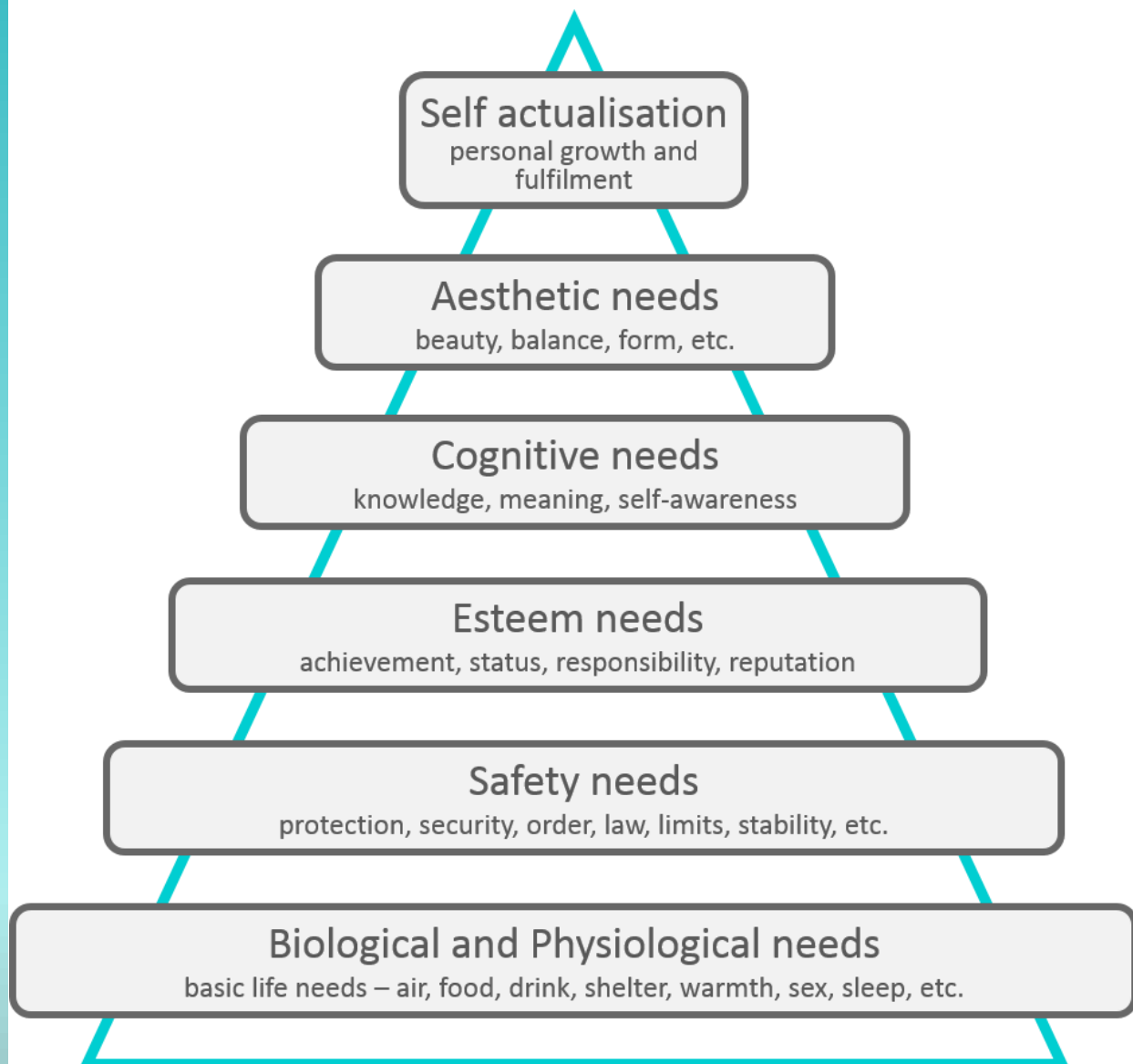
1. **Certainty** in the rules, boundaries, systems, structures and processes in the environment in which the trustor has to operate; and
2. **Confidence** that those who have power in this environment **use their power** and authority appropriately, e.g. within the agreed delegations, not abusing their power to further their own ends (materially, politically, ego, position, project, etc.), nor failing to use their power to call people to account when others use their power inappropriately or fail to honour agreements.
3. **Belief** that it is possible to be safe in this environment.

Maslow's hierarchy of needs affirms this fundamental need for safety. Once biological needs are met (food, air, etc.), people seek safety as their next most important need. There is no point trying to appeal to higher matters such as KPIs or the Organisation's Vision until this basic need is met.



In reviewing your experience of trust, have you distinguished between the enablers and reinforcers of trust?

## Hierarchy of Needs (1970's seven-stage model based on Maslow)



Drives are defined as the innate tendencies that motivate a person towards one type of behaviour or another.

## What are Drives?

In order to describe the trust process, we use the methodology developed by Dr Clare Graves, and further developed in the Netherlands by Hans Versnel <sup>(10)</sup> and Hans Koppenol <sup>(10)</sup>. Dr Graves described a number of behavioural types known as Drives.

Everyone has Drives – they are the innate tendencies that motivate a person towards one type of behaviour or another.

Each of the Drives describes a particular type of behaviour that is clearly recognisable, and differentiated from the other types of behaviours. We name the Drives as colours – see below.

These drives help to explain why people behave, feel, interpret and act the way they do. Drives originate from the way we look at the world – our ‘world view’

We will use the language of the Drives in this white paper to explore how trust is **enabled** and **reinforced**.



### yellow

Is the drive that seeks to analyse, understand and explore in depth



### green

Is the drive which puts people and relationships first



### orange

Is the drive which wants to show progress, results and achievements



### blue

Is the drive which seeks to create certainty and clarity



### red

Is the drive which represents decisiveness, pace and force



### purple

Is the drive which seeks safety, security and fellowship

**Behaviours aren't just behaviours – there is a whole dimension within each behavioural type**

## **Positive, Negative and Exaggerated**

Each of the types of behaviour represents a continuum, from negative, through positive, to exaggerated behaviours.

Positive behaviours represent well-practiced, balanced, and effective behaviours that are likely to achieve the goals of the drive. They are energising for the individual and result in the greatest productivity for the individual and their environment.

Exaggerated behaviour occurs when a person is really trying to use their Drive positively, but simply take the behaviour too far. This typically occurs when a person has a large dominant drive.

The resulting behaviours are out of balance, become self-limiting, and can create negative responses from others.

Negative behaviours are associated with fears that people carry. Because they are fear based, they are not rational, and are not easily able to be controlled.

People generally try to suppress negative behaviours, and this takes up much of the person's energy. Negative behaviours are often destructive; in

that they undermine the person's ability or opportunity to achieve their goals.

## **Drives are Types of Behaviours**

Each Drive points to a type of behaviour that reflects its world view.

Drives do not describe the specific behaviour. For example, Orange like to be successful (a type of behaviour) – for one Orange, it could be training hard to win at sport, for another, wearing the latest fashions to be socially admired.

How we translate our preference for a type of behaviour into a specific behaviour is both contextual and individual.

For example, Orange indicates competitiveness – but this could be in sports (which sport, at what level, win at all costs or fair play, etc.), social standing, academic achievements, music accomplishment, etc.

The desire to achieve and be successful will be there, but what that looks like in each person is unique.



Have you considered behaviours in terms of positive, negative and exaggerated? How would you assess your own behaviours?

**Culture describes the aggregate of the actual behaviours shown by a group of people.**

## Behaviours and Culture

Culture has many definitions, in various level of complexity. Read Edgar Schein if you would like to know more.

Simply put, culture describes the aggregate of the actual behaviours shown by a group of people, in a range of particular circumstances, and in particular locations. Of course it also reflects the thoughts and feelings that underlie those types of behaviours.

The context in which people operate, including the group dynamics, will make certain types of behaviour OK, and others not OK, even though they come from the same Drive. The behaviours shown by a Group, State or Nation will be clearly recognisable for that group.

There may be a large legacy component in how the propensity to a certain type of behaviour is translated in actual, acceptable collective behaviour or culture for a group.

The context in which a group operates will mitigate the behaviours of individuals in varying degrees.

If an individual's behavioural set, based on their Drives is strongly fixed, the environmental context in which that person operates may have little influence on the actual behaviour that person shows.

If the environmental context is stronger, the individual may moderate their actual behaviour to a larger degree. It is probable that the new behaviours will still relate to the preferred Drives of the individual, but the translation to actual behaviours has been modified.

For example:



Values are some of the translators that change behavioural preferences to actual behaviours

## Drives and Values

In short, people can generally adapt to their environment - in varying degrees. It is likely that the modified behaviours will still strongly link to the dominant Drives of the individual or group.

These translators are sometimes called values. Sometimes the pressure to change is simply the group dynamics, or perhaps the organisation demands certain behaviours to be shown by some people, e.g. behaviours described as 'customer service'. The organisation pressure can be a legacy from earlier days that continues to influence the organisation.



Think of the value statements that you have seen in organisations. Have they been general platitudes, or do they describe specific behaviours that the organisation seeks to promote business outcomes?

## Growing Trust

At its core, trust is all about feeling **safe** and **secure**, within acceptable boundaries, and in reference to a particular event, organisation, or person.

In order to feel safe and secure, and hence grow trust in an organisation, we require a culture based on certainty of rules, boundaries, systems, structures and processes, appropriate use of authority, and the belief by those we ask to trust us that it is possible to be safe in this organisation. We will look at the issue of belief later in this paper.

Creating certainty comes from the Blue Drive, and use of power comes from the Red Drive (described later). Hence trust is enabled through the positive manifestations of the Blue and Red Drives.

If the organisation articulates a set of values, they should clearly support the translation of the Blue and Red Drives into positive behaviours that support the growth of trust in the organisation.

Not all behavioural expressions of the Blue and Red drives are positive. What are these positive behaviours (highlighted) that the organisation needs?

## Enabling Trust

Positive, negative and exaggerated behaviours arising from the Blue Drive

## Blue Drive



### Negative

Over-control/ micro-management of others, rules used to avoid accountability, fear of chaos, inflexible, righteous person, dogmatic.

### Positive

Organising, clear authority structure and rules, responsibilities are clear, loyalty, well developed processes, reliability, consistency, transparency, detail mindedness, agreements made and kept.

### Exaggerated

Bureaucracy, over emphasis on detail, literal interpretation of rules, nail everything down, risk adverse, seeks perfection, resorts to rules over the interests of people.

Positive, negative and exaggerated behaviours arising from the Red Drive

## Red Drive



### Negative

Avoid confronting issues, forced for/against, fighting under-currents, nasty politics, passive aggression, explodes unexpectedly.

### Positive

Appropriate use of power and authority to ensure things are done, clarity and directness, people called to account, decisive and focussed, people know where they stand.

### Exaggerated

Over-use of power, anger, too hasty, force, exaggerated self-importance, politics, harassment, disregard rules, me, over confident, top dog, opinion over facts.

Differing combinations of the Blue and Red Drives results in differing outcomes

Trust Matrix

	Negative	Positive	Exaggerated
Exaggerated	Despotic Control	Autocratic Low Trust	Autocratic Low Trust
Positive	Micromanagers Low Trust	High Trust Environment	Bureaucratic Low Trust
Negative	Despotic Control	Laissez-faire	Rigid Façade

The table above assumes a healthy level of belief in the possibility of safety within the organisation.

## Belief

**Belief is the state of mind in which a person thinks something is true. Belief implies the existence of mental states and intentionality.**

### Is it Possible to be Safe?

Some aspects influencing belief in the organisation's safety include:

1. Internalisation of beliefs during the individual's childhood, which can form and shape beliefs in new or different contexts;
  - these beliefs need to be acknowledged as they can block trust for the individual, and/or generate stories that inhibit trust by others.
2. Behaviours, statements or claims by influential people in the present organisation;
  - poor management such as bullying, punitive focus, favouritism, disinterest in employees, indecision, taking only (not giving);
  - statements or claims that conflict with perceived reality, potentially causing cognitive dissonance; will clearly undermine belief in possible safety.
3. Legacy of past poor treatment and experiences can create

- disbelief that may persist, long after the behaviours are gone.
4. Past psychological or physical trauma, leading to PTSD or other anxiety disorders;
    - disorders are the province of professional interventions.

Addressing disbelief requires at the very least, consistent and visible use of positive Blue and Red behaviours.

Belief is a complex aspect of human interactions, and addressing belief requires the positive sharing of narrative, stories, and anecdotes between people. Here, between management and the members of the organisation.

This sharing can create deep connections, and provides the basis of mutual learning and awareness, understanding the needs of both the organisation and its people, the opportunity to dispel rumour, and the possibility of addressing legacy hurts and abuse.

**It is the responsibility of management to create the environment of positive behaviours in which trust can grow and be sustained**

## **Management's Responsibility**

Creating the environment in which trust can grow places a heavy onus on management. Management does not have the luxury of being negative nor exaggerated, their clear responsibility is to be positive. This requires:

- Organising, clear authority structure and rules, responsibilities are clear, well developed processes, reliability, consistency, loyalty, detail mindedness, agreements are made and kept, transparency,
- Appropriate use of power and authority to ensure things are done, clarity and directness, people called to account, decisive and focussed, people know where they stand, and
- Actively working to engender belief by the organisation's members that safety (and thence trust) is possible.

Management should strive to behave, role model, implement

appropriate systems and boundaries, and demand of others positive blue and red behaviours - even if the Management Team do not have much Blue or Red in their team behavioural map. (See an example in Appendix 2).

Then trusting beliefs and system trust can emerge.

Creating an environment of trust is the first step, there is also a responsibility on others to be prepared to trust (dispositional trust). Even so, trust is not a logical equation, A plus B must give C. Trust is organic and takes time to grow. Having the right conditions makes this possible.

Management must be capable of sustainably establishing the conditions that will enable trust to grow. To establish the extent of the Management team capability, The Institute of Collaborative Management provides a powerful tool for the behavioural diagnostic for teams - TeamDecoder™.



Have you considered the creation of trust to be a management responsibility? How might that be framed in the managers' PDs.

# Reinforcing Trust

## TeamDecoder™

TeamDecoder™ enables follow-up assessment of the behavioural risk profile for the Management team, so the organisation can assess the risk impact of any capability issues. The risk assessment is fully compliant with ISO 31000 Risk management - Principles and guidelines.

These same conditions that enable trust are also those that will support employees to identify with the organisation and engage with its vision, goals and aspirations. For engagement to occur, alignment of individuals and teams with their roles is equally important – behavioural, technical and experiential alignment.

Institute of Collaborative Management's behavioural maps enable testing of behavioural alignment with roles for individuals and teams.



Have you considered trust in terms of enabling and reinforcing?

**Trust is fragile and reinforcement is needed. This is the positive part of the engagement spiral!**

## Reinforcing Trust

If Management has been able to sustainably create the conditions in which trust can grow; and

- if the employees' trust disposition is to respond to those conditions; and
- there is reasonable alignment of individual and team behaviours and skill sets with roles; then

the organisation has the potential to develop the holy grail of employee engagement.

**But** – that's not the end of the story. Trust is fragile, engagement is fragile, and reinforcement is needed. (This is the positive part of the engagement process!)

As people engage with the organisation, they begin to identify with the organisation, and the organisation becomes important like 'family'.

**More importantly, they take on the organisation's goals as their goals.**

As people engage with the organisation they take on the organisation's goals as their goals.

## Goal Alignment

Alignment of personal goals with the organisation's goals is where a lot of the employee engagement gains occur – but it is an outcome, and potentially a reinforcer of engagement, not an enabler.

Achievement of goals, performance, success, winning, being competitive, etc. is all part of the Orange Drive. Like Blue and Red, Orange also has behavioural aspects of positive, negative and exaggerated behaviours.

To gain the benefit of, and to reinforce trust and employee engagement, we are seeking positive Orange. Consider the options:



### Negative

Self-protecting, avoids loss of face, blames others, protects own interests, hidden agendas, avoids accountability, does not excel.

### Positive

Clear strategies, takes up challenges, stays focused on common goals, flexible, pragmatic, ambitious, sets strategy to achieve goals, rewards attainment, seeks efficiency, competitive, seeks opportunities.

### Exaggerated

Constantly seeking new opportunities and goals, fails to follow-up on previous goals, self-interest prevails, rules ignored, strategy is ignored if chance of winning, success and scoring is everything.

Enabling short & long term goal achievement and success, and supporting alignment of individual goals with organisational goals are trust reinforcers. It is Management's responsibility to encourage and role model positive Orange behaviour.

Creating trust also means the social chemistry can align with the needs of the organisation.



## Social Chemistry

Creating trust also means the social chemistry can align with the needs of the organisation – open communication, support for others, caring, listening, collaboration, harmony, connecting, etc. This is the Green Drive, and again, we are seeking positive Green behaviours.

### Negative

Communication is indirect and aggrieved – talk about, not to, others, gossips, spiteful, protests, shares annoyances, vengeful, blacken other's reputations.

### Positive

Creates harmony, shares, seeks equality, involvement, seeks consensus and involvement, cares for those in need, supports others, communicates, inclusive, explore difference openly. Collaborates.

### Exaggerated

Overly concerned with idealistic issues, no boundaries, forgive everything in the name of caring, over consults, longs for agreement on everything, excess meetings, people above business, talks forever about everything.

It is Management's responsibility to encourage and role model positive Green behaviour.

The shift to conscious capitalism shows the critical importance of building social purpose into your vision

## Vision and Purpose

Now it is time to further reinforce trust and engagement by sharing the purpose and vision of the organisation, showing where the positive Orange and Green is leading and building a common vision and social purpose. Again we seek positive behaviours, as shown below.

The shift to conscious capitalism shows the critical importance of building social purpose into your vision aspirations. This can have a large impact on identification and engagement.



### Negative

Disconnected, cynical, finding problems, criticising, complicating in a confused way, rigid on principles, rejects the ideas of others, 'experts' quoted to prove points.

### Positive

Clear vision based on knowledge. Insight, freedom to think and innovate, creative, conceptual, rational, thorough analysis, ideas are challenged positively, big picture, positioning in the future market, smartest way.

### Exaggerated

Over complicating, unnecessary complexity and problems, argue points endlessly, keeps coming up with new ideas, new ways, tries to relate everything to everything.



Trust Meter

## SUMMARY

Everyone seems to agree that trust is important, but there has been little agreement on what trust is and how it is created. An extensive study of trust literature including McKnight and Chervany<sup>(1)</sup> has resulted in a model of trust development which we have adopted.

Our research at ICM, in alignment with the work of Maslow, has shown that creating a safe and secure environment is THE enabler for trust to develop. This requires an environment of positive Blue and positive Red as foundation behaviours, namely:

- creating certainty through structure, boundaries, rules and processes;
- appropriate use of authority, and
- engendering belief by the organisation's members that safety is possible.

Reinforcing trust occurs through:

- positive Orange (success, understanding and supporting goal achievement, etc.);
- positive Green (collaboration, social harmony, aligning the social chemistry with the organisations needs); and
- positive Yellow (vision, social purpose, etc.)

The bottom line is that it is management's responsibility to create and role model the environment of positive behaviours in which trust can grow and be sustained.



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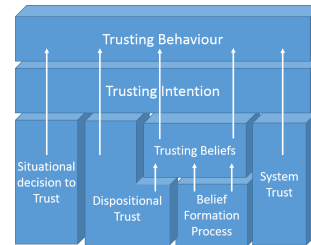
To find out more about Trust and behavioural management, and how it may help your organisation, contact ICM at:

Ph: **1800 177 419**

Or visit:

**<https://davin-shellshear.mykajabi.com/>**

## Appendix 1



### A model for Trust

**Trusting Intention** is the extent to which one party is willing to depend on the other party in a given situation with a feeling of relative security, even though negative consequences are possible.

**Trusting Intention** is a situation-specific construct - one is willing to depend on the other party in a specific situation. Trusting Intention is an intentional state - the person is ready to depend on the other in the situation.

**Trusting Behaviour** is the extent to which one person voluntarily depends on another person in a specific situation with a feeling of relative security, even though negative consequences are possible.

When one depends on another, one confers upon the other person a fiduciary obligation to act in one's behalf. In effect, the person gives another some measure of power over self and places oneself in a situation of risk. Trusting Behaviour construct implies acceptance of risk.

**Trusting Beliefs** means the extent to which one believes (and feels confident in believing) that the other person is trustworthy in the situation. The term 'trustworthy' means one is able and willing to act in the other person's best interests.

The most prevalent (and perhaps the most important) trusting beliefs in the literature involve benevolence, honesty/integrity, competence/ability, and predictability.

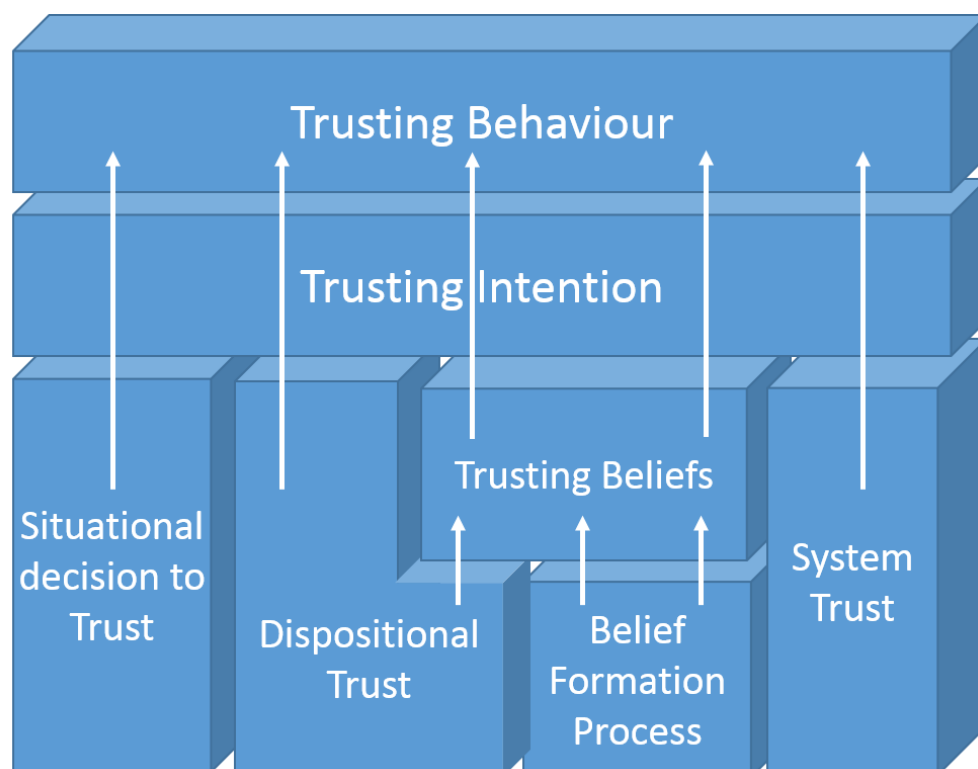
**System Trust** means the extent to which one believes that proper impersonal structures are in place to enable one to anticipate a successful future endeavour.

Two types of impersonal structures can be differentiated: (a) structural assurances, and (b) situational normality. Structural assurances include such safeguards as regulations, guarantees, or contracts. Situational normality may include one's own role and others' roles in the situation.

People develop, over the course of their lives generalised expectations about the trustworthiness of other people. A person has **Dispositional Trust** to the extent that s/he has a consistent tendency to trust across a broad spectrum of situations and persons.

**Situational Decision** to Trust means the extent to which one intends to depend on a non-specific other party in a given situation.

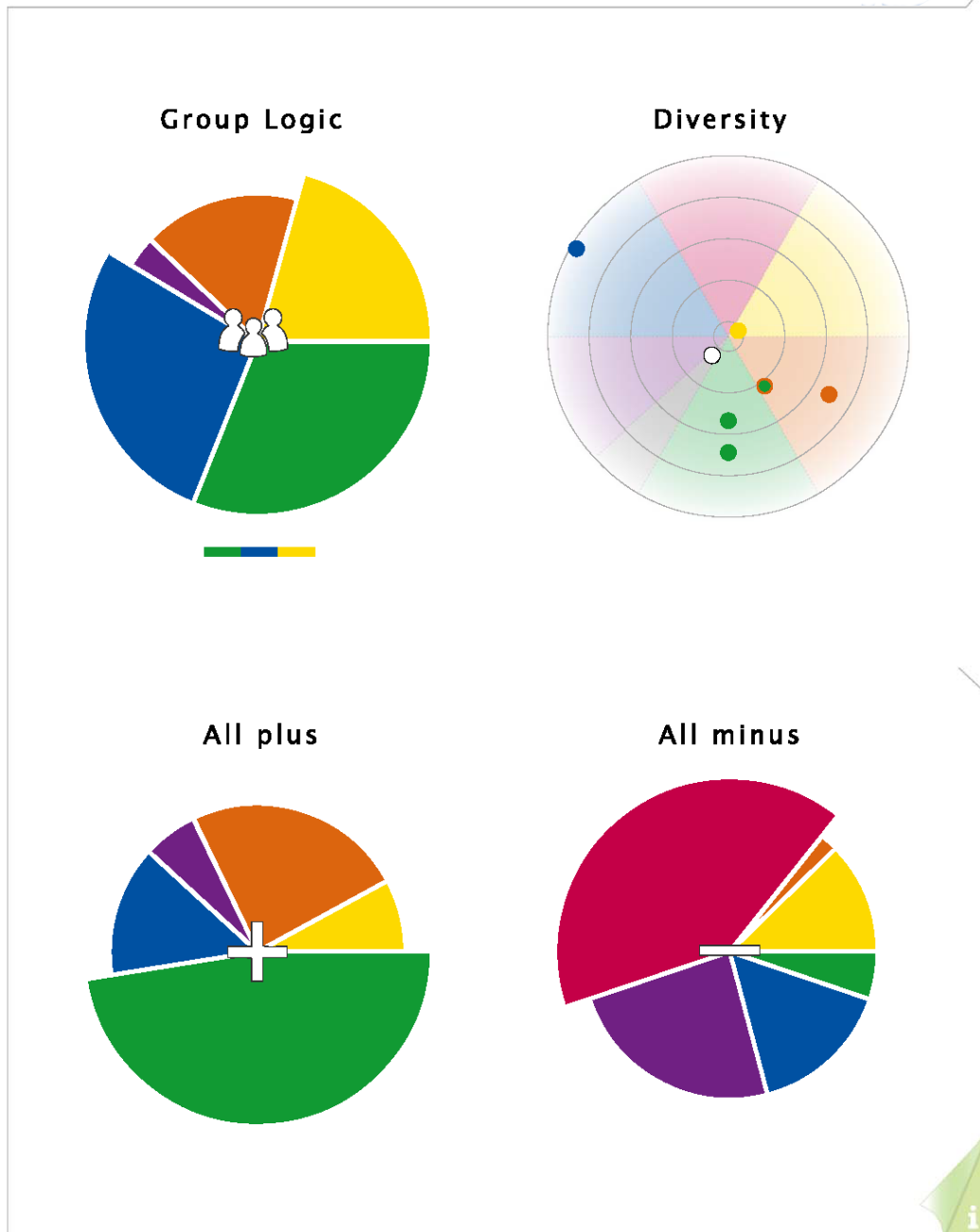
It means that one has formed an intention to trust every time a particular situation arises, irrespective of one's beliefs about the attributes of the other party in the situation.



McKnight, D. H., and Chervany, N. L. (1996). The Meanings of Trust. Scientific report, University of Minnesota<sup>(1)</sup>.

## Appendix 2

### Group Profile



Follow the link below for more information:

[http://www.managementdrives.com.au/Behaviour\\_Mapped/team.html](http://www.managementdrives.com.au/Behaviour_Mapped/team.html) )

## Appendix 3

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