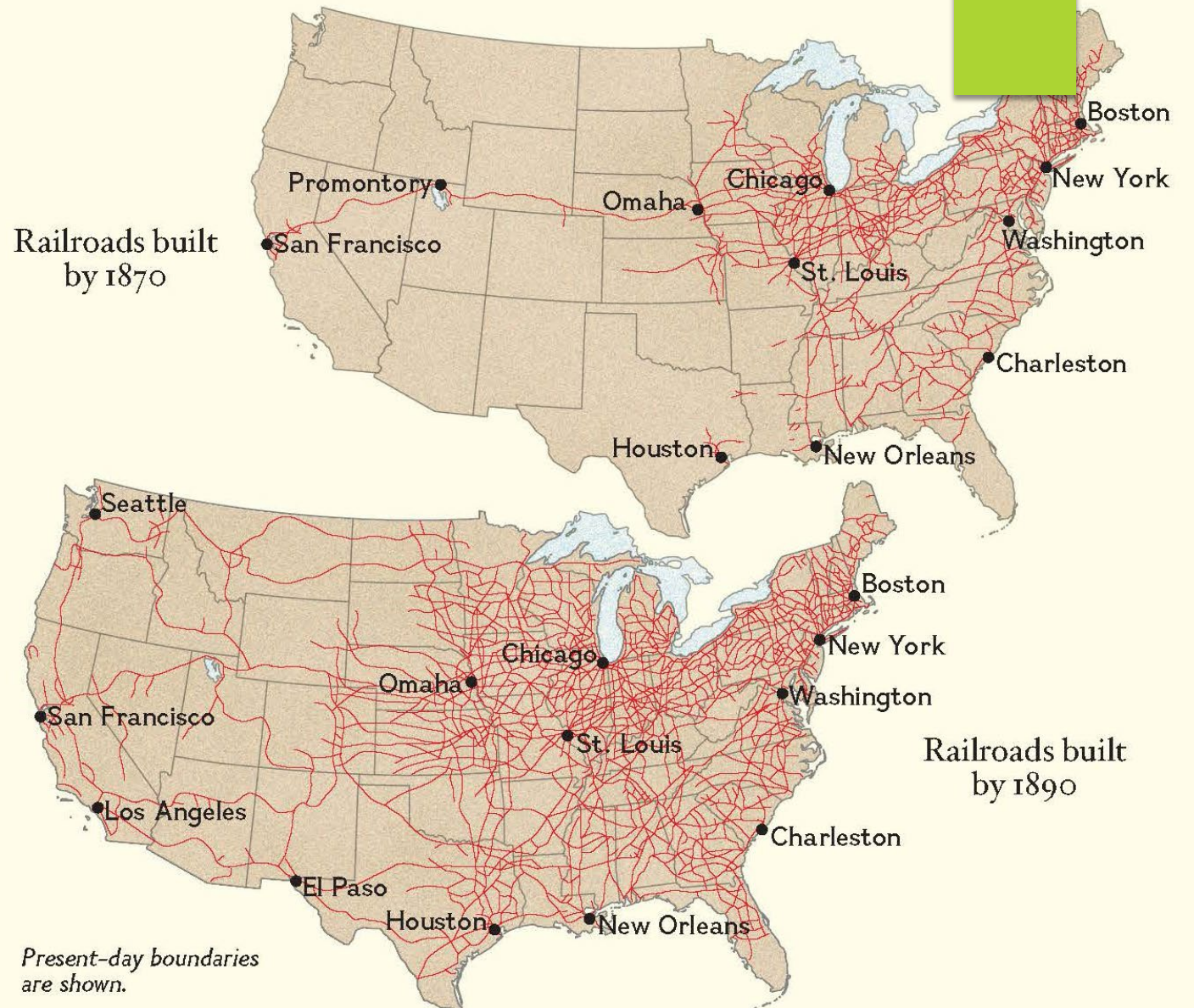# Why is it important to center trust in conservation?

The mid-late 1800's were a time of rapid westward expansion.

Railroads built by 1870

Railroads built by 1890

Present-day boundaries are shown.

American settlers believed that natural resources were limitless.

Puck *magazine illustration, 1911. "The woman behind the gun."*

But natural resources are not limitless.

Warden Paul Kroegel, first Refuge Manager
NCTC Image Library

One can argue that some early federal conservation actions were rooted in distrust of people.

Warden Paul Kroegel, first Refuge Manager
NCTC Image Library

Historical perceptions of distrust are reflected in modern-day policy

▶ When refuges are established, they are closed to people by default.

▶ National Wildlife Refuge System Improvement Act (1997)

  ▶ Directs the involvement of private citizens in land management decisions

  ▶ Codifies the Big 6 Public Uses as "legitimate and appropriate"

Where are places in your life that you see trust or distrust reflected in policy or ground rules?

This could be your agency, softball team, homeowners association, knitting circle, scout troop, etc.

Take 2 minutes and drop your reflections in the chat.

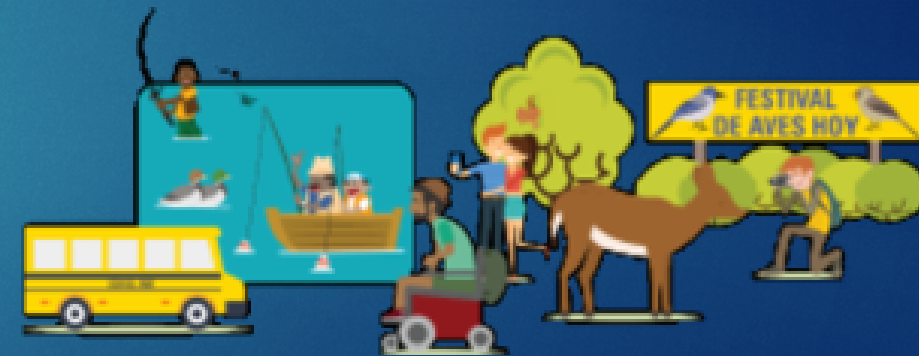# Case Study – Portland Vancouver Urban Refuge Program

Welcoming all to Refuges

Serving people in neighborhoods

Collaborating with coalitions

Why learn a social science theory about trust?
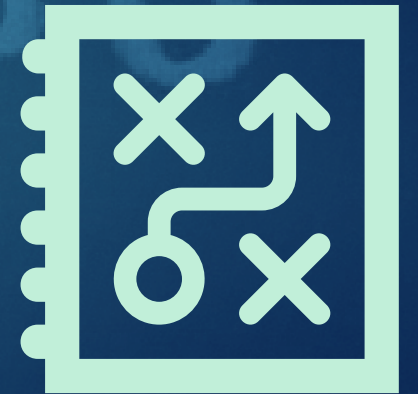
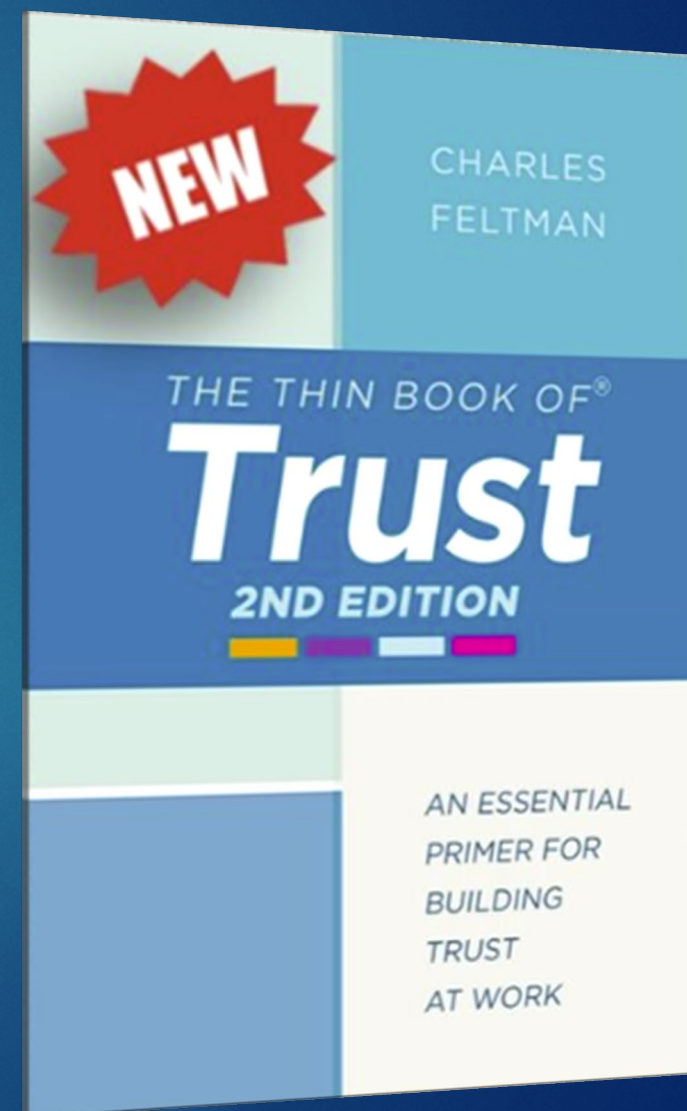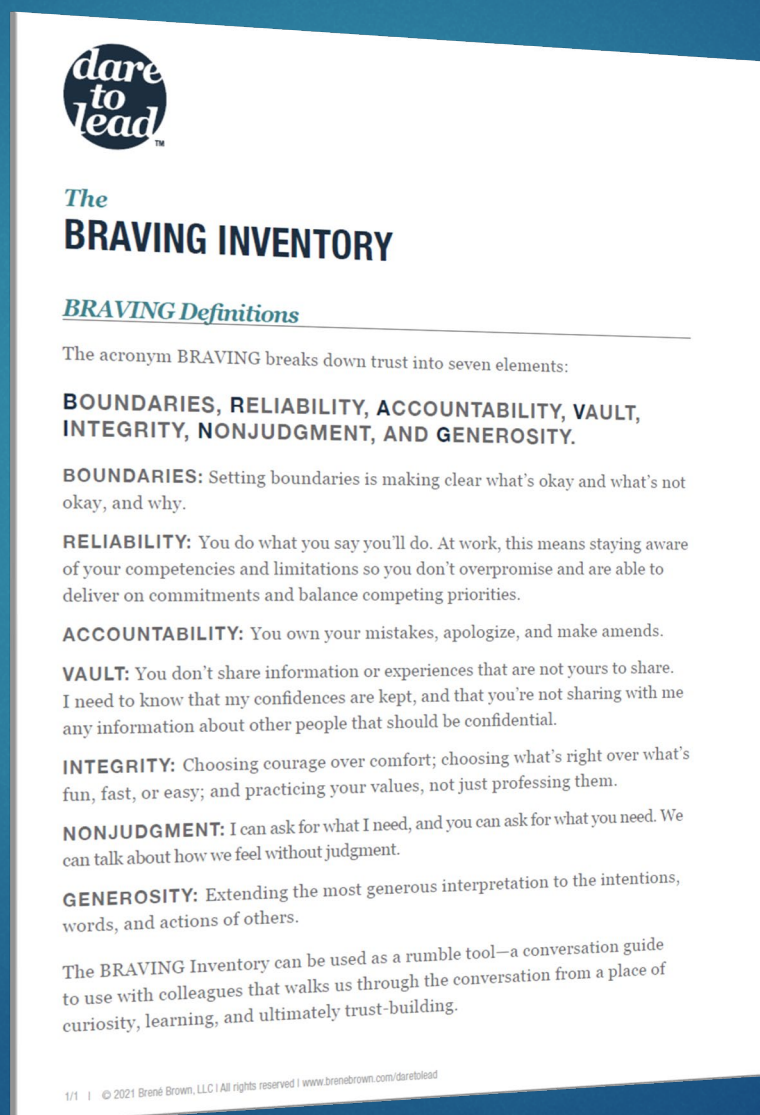Chaos → Order
(or at least less chaos)

Understand & Predict

Communicate
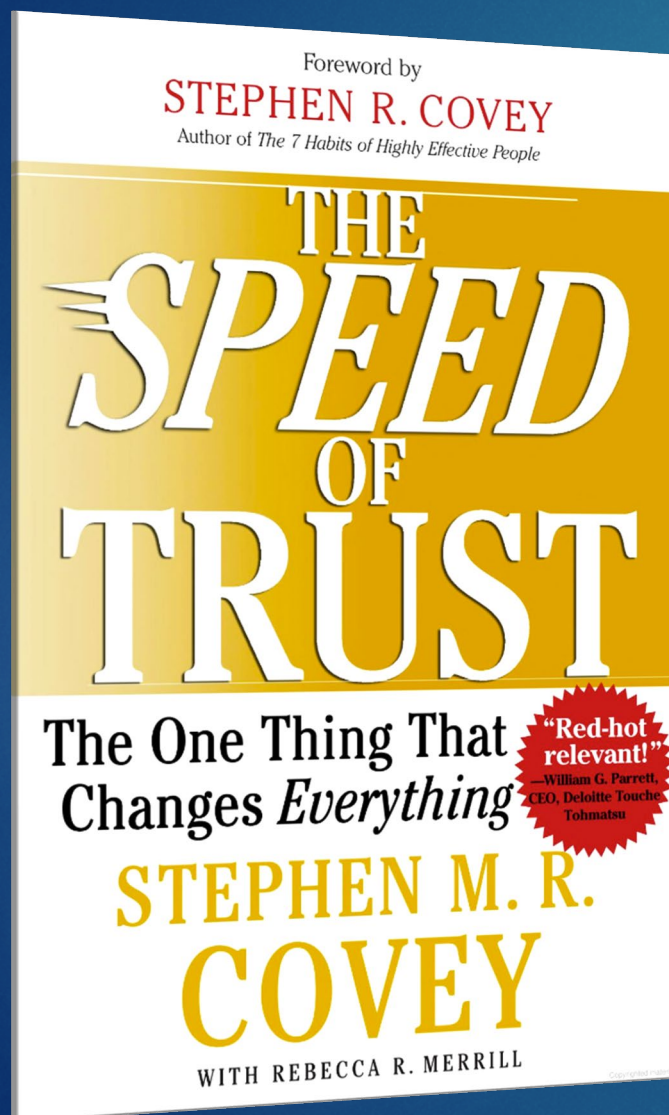
Guide action

Monitor & Evaluate

Variety of approaches to Trust

THE SPEED OF TRUST

Foreword by
STEPHEN R. COVEY
Author of *The 7 Habits of Highly Effective People*

THE SPEED OF TRUST

The One Thing That Changes *Everything*

"Red-hot relevant!"
—William G. Parrett, CEO, Deloitte Touche Tohmatsu

STEPHEN M. R. COVEY

WITH REBECCA R. MERRILL

---

dare to lead™

The BRAVING INVENTORY

BRAVING Definitions

The acronym BRAVING breaks down trust into seven elements:

BOUNDARIES, RELIABILITY, ACCOUNTABILITY, VAULT, INTEGRITY, NONJUDGMENT, AND GENEROSITY.

BOUNDARIES: Setting boundaries is making clear what's okay and what's not okay, and why.

RELIABILITY: You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't overpromise and are able to deliver on commitments and balance competing priorities.

ACCOUNTABILITY: You own your mistakes, apologize, and make amends.

VAULT: You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me any information about other people that should be confidential.

INTEGRITY: Choosing courage over comfort; choosing what's right over what's fun, fast, or easy; and practicing your values, not just professing them.

NONJUDGMENT: I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.

GENEROSITY: Extending the most generous interpretation to the intentions, words, and actions of others.

The BRAVING Inventory can be used as a rumble tool—a conversation guide to use with colleagues that walks us through the conversation from a place of curiosity, learning, and ultimately trust-building.

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CHARLES FELTMAN

NEW

THE THIN BOOK OF® Trust

2ND EDITION

AN ESSENTIAL PRIMER FOR BUILDING TRUST AT WORK

Trust Ecology Origins and Resources

Society and Natural Resources

ISSN: 0894-1920 (Print) 1521-0723 (Online) Journal homepage: https://www.tandfonline.com/loi/usnr20

The Power of Trust: Toward a Theory of Local Opposition to Neighboring Protected Areas

Marc J. Stern

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To link to this article: https://doi.org/10.1080/08941920801973763

- Stern, M. J., & Coleman, K. J. (2015). The multidimensionality of trust: Applications in collaborative natural resource management. *Society & Natural Resources*, *28*(2), 117-132.

- Stern, M. J., & Baird, T. D. (2015). Trust ecology and the resilience of natural resource management institutions. *Ecology and Society*, *20*(2).

- Coleman, K., & Stern, M. J. (2018). Exploring the functions of different forms of trust in collaborative natural resource management. *Society & Natural Resources*, *31*(1), 21-38.

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- Dietsch, A. M., Wald, D. M., Stern, M. J., & Tully, B. (2021). An understanding of trust, identity, and power can enhance equitable and resilient conservation partnerships and processes. *Conservation Science and Practice*, e421.
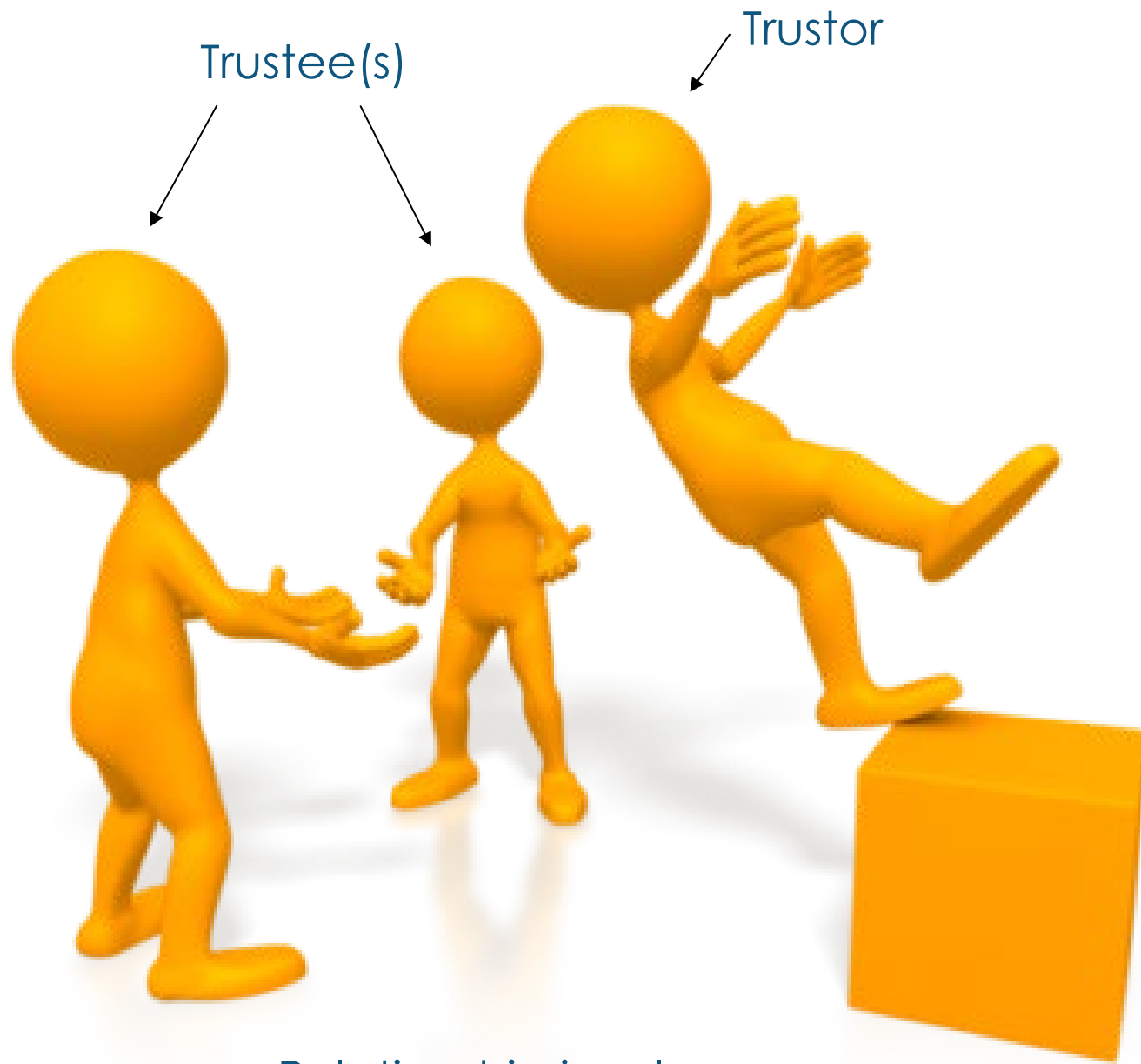
Trust:

Willingness to accept vulnerability to another in the face of uncertainty

A psychological state
- Build → create conducive environment

Trustee(s)

Trustor

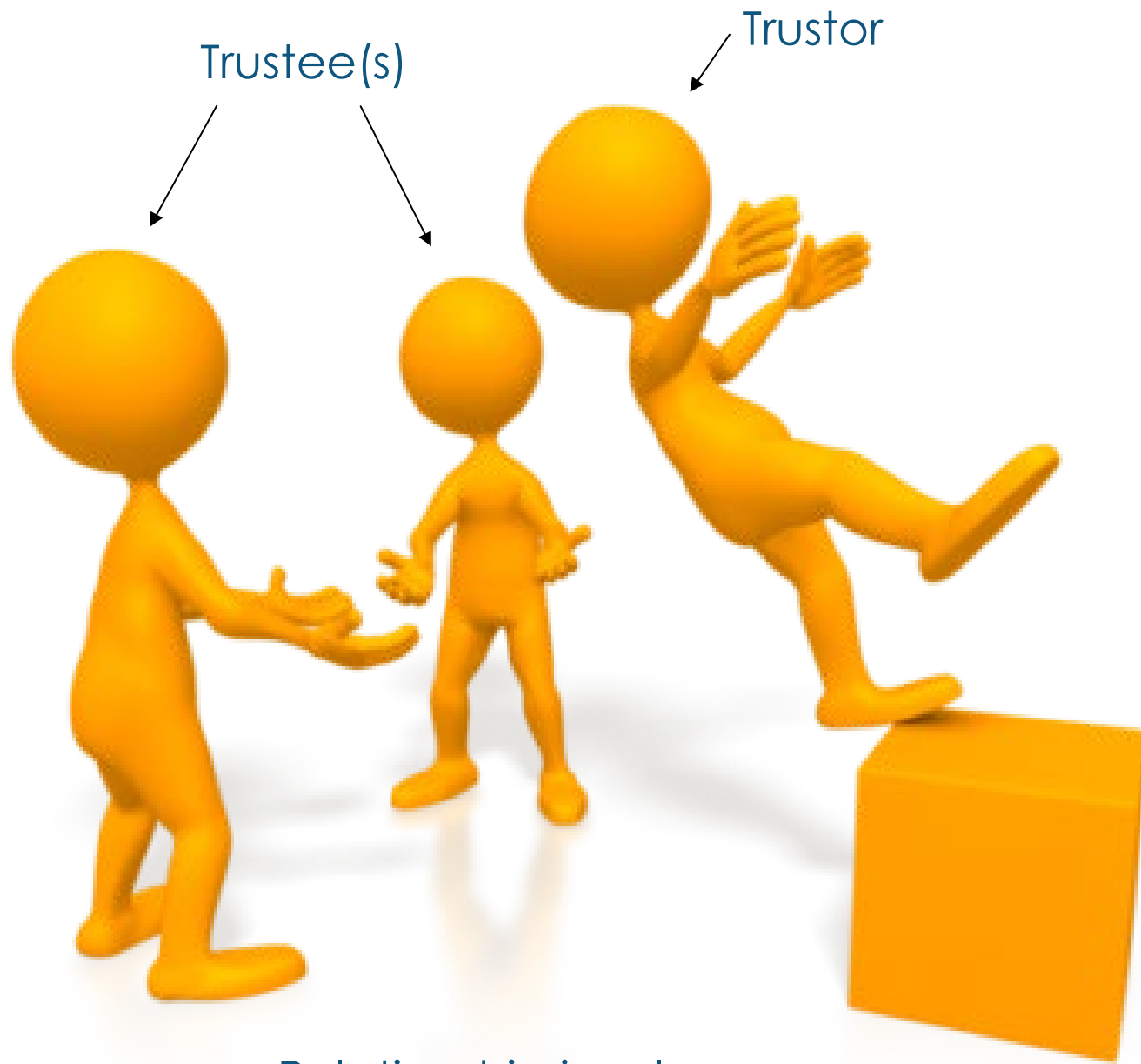Relationship involves interdependence, uncertainty, and risk

Key Elements:

Characteristics of trustor

Trustor's <u>perceptions</u> of trustee(s) characteristics:
- Ability
- Benevolence
- Integrity

*See Toman, Curtis, and Shindler, 2021

Trustee(s)

Trustor

Relationship involves interdependence, uncertainty, and risk

Key Elements:

Related considerations:
- Identities
- Power
- Justice

*See Dietsch et al. 2021 ; Saif, Keane, & Staddon, 2022

Trust:

Willingness to accept vulnerability to another in the face of uncertainty

Distrust:

Explicit unwilingness to accept vulnerability due to expectations of harm or undesirable outcomes

Distrust ←———————————————→ Trust

No Trust ———→ High Trust

High Distrust ←——— No Distrust

Trust:

Willingness to accept vulnerability to another in the face of uncertainty

Distrust:

Explicit unwilingness to accept vulnerability due to expectations of harm or undesirable outcomes

Distrust ⟷ Trust

No Trust ⟶ High Trust

High Distrust ⟵ No Distrust

Trust:

Willingness to accept vulnerability to another in the face of uncertainty

Distrust:

Explicit unwillingness to accept vulnerability due to expectations of harm or undesirable outcomes

Context matters!

*See Saif, Keane, & Staddon, 2022

We might not experience the context in the same way.

*See Saif, Keane, & Staddon, 2022

Is Trust/Distrust... Unidirectional or Reciprocal?

What other considerations are relevant?

*See Saif, Keane, & Staddon, 2022

What factors would make you more willing to take part in the trust fall?

Less willing?

You!

Types of Trust:

- Dispositional
- Affinitive
- Rational
- Systems-based (or procedural)

*Also applies to types of distrust

Dispositional Trust

- Tendency or pre-disposition to be trusting (or distrusting)

- Based on past experiences, culture

- Stable, slow to change (baseline)

Affinitive Trust

- Feelings of affinity, kinship, generally liking trustee(s)

- Based on social connection, shared values, identities

- Interpersonal, relatively fluid:
  - commonalities, positive shared experiences, demonstrations of genuine care
  - integrity / relationship breaches

The more I like you personally, the more likely I am to develop affinitive trust in you.

Rational Trust

- Expectations of positive, beneficial outcomes

- Based on competence, past performance, goal alignment

- Interpersonal, relatively fluid:
  - **+** demonstrating competence and ability, follow through
  - **−** performance failures

If I am confident your behavior will benefit me, I can develop rational trust in you.

Systems – based (procedural) Trust

- Confidence in rules/systems/ procedures that guide relationship

- Based on joint agreement procedures are fair, transparent, legitimate

- Relatively fluid:

  + co-production, collaboration, power sharing

  – coercive processes, power imbalances

If we have fair and transparent rules, I can develop procedural trust for our interactions.

What do the different trust types look like in the day-to-day work of the Portland-Vancouver Urban Refuge Program?

Dispositional

Affinitive

Rational

Systems-based

*What forms of trust do you think are **strongest** in your partnership? As evidenced by….*

*Areas for **growth**? As evidenced by…*

Dispositional

?

Affinitive

Rational

Systems- based

Trust Diversity

Important for long-term collaboration

Buffers relationship when challenges arise, form(s) of trust decrease

Dispositional

?

Affinitive
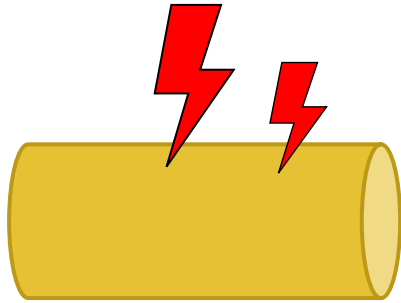
Rational

Systems- based

Trust Diversity

High affinitive trust can help buffer against performance failures that erode rational trust

Dispositional

?
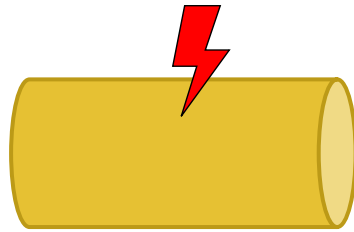
Affinitive

Rational
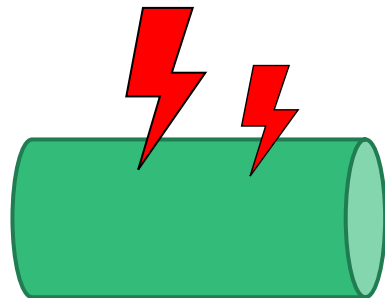
Systems- based

Trust Diversity

Interpersonal (affinitive and rational trust) can help buffer against changes to our system / procedures
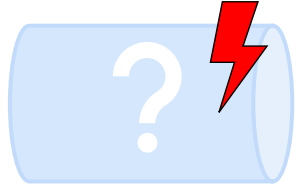
Dispositional

?
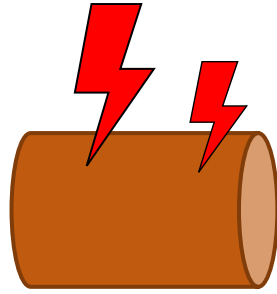
Affinitive
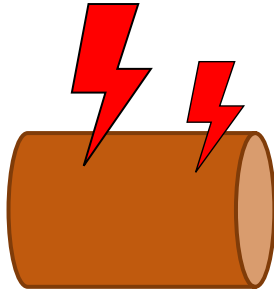
Rational

Systems- based

Trust Diversity

Given turnover, systems-based trust can help buffer partnership while interpersonal trust (affinitive and rational) develop among new partners
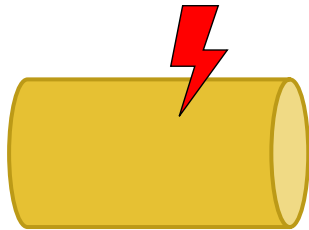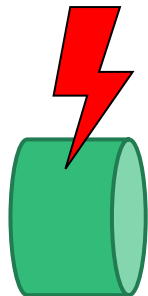
Dispositional

?

Affinitive

Rational

Systems- based
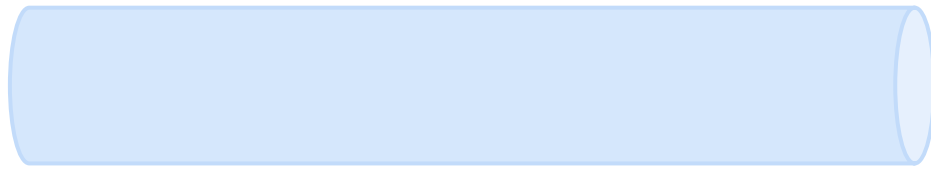
Trust Repair

Recognize confirmation bias

Regulate distrust

Demonstrate trustworthiness

Dispositional

Affinitive

Rational

Systems- based

Trust
Complacency

Not ideal...
but also not usually a risk

Trust through Partnership Lifecycle

- [Coleman and Stern (2018)](#) studied 4 initiatives in Collaborative Forest Landscape Restoration Program

- Affinitive important for convening members during start-up

- Rational & procedural gained importance for recruitment and retention

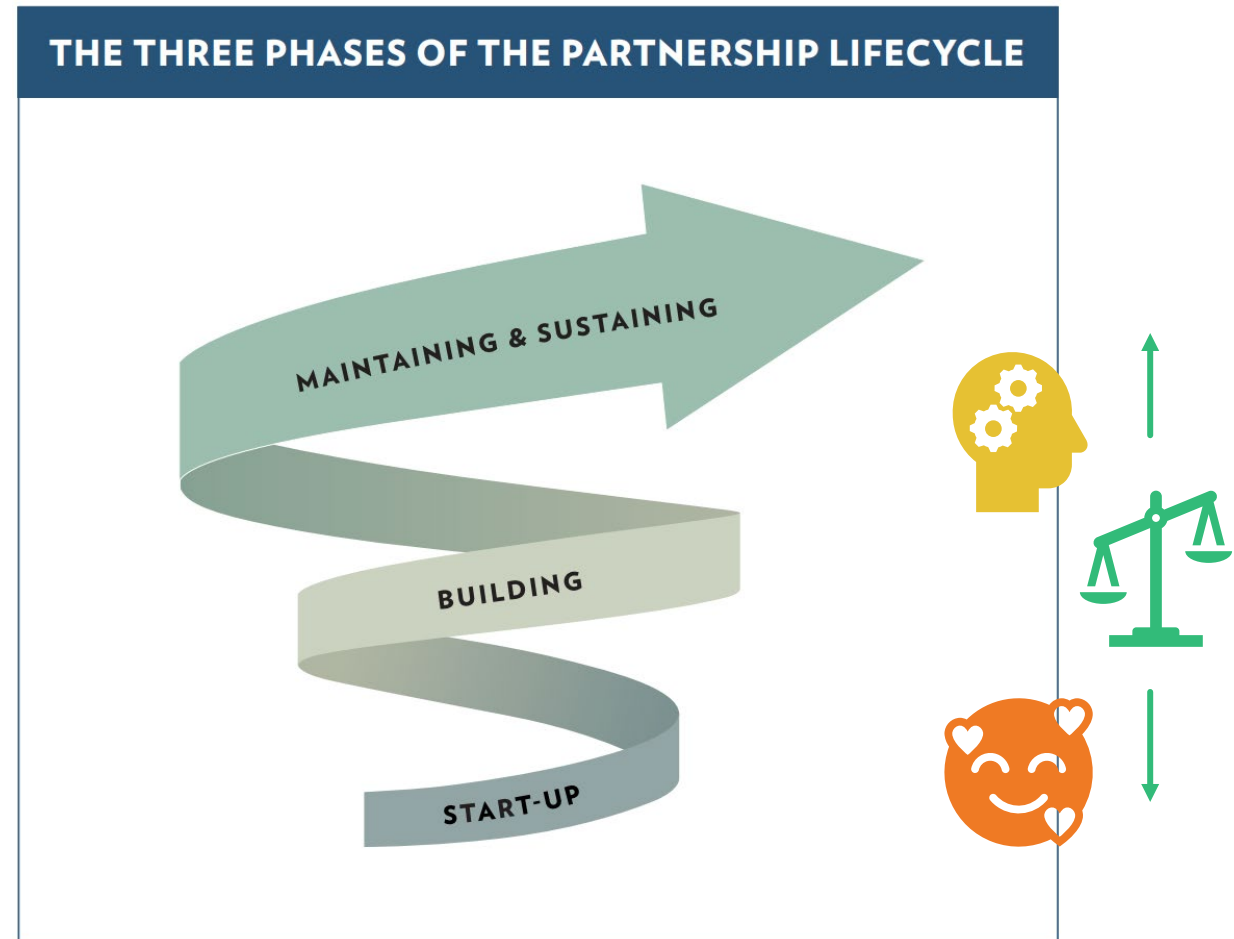- Procedural as platform for further rational and affinitive development

Figure from: [Mickel, A. E., & Goldberg, L. (2018).](#) Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years.

Stretch Break

Self-Reflection

Dispositional

Affinitive

Rational

Systems-based

What forms of trust do you think…

▶ *are **strongest**? As evidenced by….*

▶ *are **gaps**? As evidenced by…*

*What **strategies** could you employ to **grow your gaps**?*

Debrief and Q/A?

Trust Ecology in U.S. FWS

- Monitoring & Evaluation for Youth Employment Program (YEP) at Portland-Vancouver Urban Wildlife Refuge

- Intentionally focus on affinitive, rational, and procedural trust in program design

- Pilot year (2022) for YEP evaluation including trust ecology measures
  - Entry/exit questionnaires and interviews
  - Weekly logs
  - Monthly logs

- 2023 (second pilot) simplified data collection to use only:
  - Entry/exit questionnaires and interviews

Program Rubric

Value (near-term results)

Measure: **Trust**	Exemplary 3	Accomplished 2	Developing 1	Beginning 0
Trust Ecology The extent to which YEP participants experience a change in their trust level with the PVURP during the course of their employment in the program. Trust measures will come from the concept of Trust Ecology, which defines four areas of trust: • Dispositional Trust • Rational Trust • Affinitive Trust • System-based/Procedural Trust	100% of participants experience an overall increase in trust with the PVURP over the course of their employment in the program.	50%-99% of participants experience an overall increase in trust with the PVURP over the course of their employment in the program.	1%-49% of participants experience an increase in overall trust with the PVURP over the course of their employment in the program.	No participants experience an overall increase in trust with the PVURP over the course of their employment in the program.

(Value Measures)

Definitions

Dispositional Trust:
The extent to which the trustor (participant) has a general predisposition to being trusting or distrusting.
- Based on past experiences and culture
- NOTE: This area of trust tends to be stable and slow to change, so it will not necessarily be a reasonable expectation for it to change during one YEP employment period. It is, however, useful to know what a participant's dispositional trust level is in order to better contextualize changes in the other three trust areas.

Rational Trust:
The extent to which the trustor (participant) believes that the outcomes of the trustee's (PVURP) actions will benefit them
- Interpersonal, based on perceptions of competence, past performance, predictability, goal alignment

Affinitive Trust:
The extent to which the trustor (participant) feels an affinity or kinship with the trustee (PVURP)
- Interpersonal, based on feelings of social connected, perceptions of shared values and/or identities, etc.

System-based/Procedural Trust:
The extent to which the trustor (participant) has confidence in the rules/systems/procedures that guide interactions between the trustor and the trustee (PVURP)
- Based on joint agreement that procedures are fair, transparent, and legitimate

PVURP:
In this trust context, this refers to the participant's experience working with the core components of the PVURP: URST, Refuge staffs, Friends, and core partners/contractors

Trust Ecology in U.S. FWS

- Couplets of questions in our entry/exit surveys are used to quantify trust using a Likert scale(1 = Strongly Disagree to 5 = Strongly Agree).

- We intend to code entry/exit interview notes and supervisor change logs to add qualitative data to our dataset.

Dispositional
I usually trust people until they give me a reason not to trust them.

Affinitive
The PVURP shares values similar to mine.

Rational
Being an apprentice with the PVURP will benefit my professional development.

Systems based
The PVURP has rules and procedures that will ensure I am treated fairly.

Qualitative Measures of Trust

- [Within 4 case studies Coleman and Stern (2018)](#) conducted interviews, site visits and participant observation, content analysis of archival documents

Affinitive

"Hearing them talk about their perspectives, talking with them informally, riding with them in the truck on a field trip getting to know them, getting to know them personally and hearing more about their situation."

Quantitative Measures of Trust

- [Lutter et al. (2018)](used) survey to measure trust determinants of landowners (trustors) participating in an NRCS program (trustee) single-item indicators.

- *Each measured on a 5-point scale:*
  - *1 = Strongly disagree*
  - *3 = Neither*
  - *5 = Strongly agree*

Affinitive
You feel that you have similar values to NRCS employees, partner biologists, and partner foresters

Rational
You trust the expertise of NRCS employees, partner biologists, and partner foresters to help you achieve your land management goals

Systems-based
The rules and procedures of the NRCS habitat program ensure that you are treated fairly

Quantitative Measures of Trust

- [Grupper et al. 2021](#)used survey research to measure trust among community residents (trustors) for their local water utility (the trustee).

- Multi-item indicators for affinitive, rational, and systems-based trust

Dispositional
I find it hard to trust others

5-point scale: 1 = Definitely not true, 3 = Unsure, 5 = Definitely true

Affinitive
Interest alignment: My water utility cares about the quality of my drinking water at least as much as I do
Encapsulated interests: My water utility has my best interests at heart
Values similarity: My water utility shares values similar to mine
Caring: My water utility cares about my well-being

7-point scale: 1 = Strongly disagree, 4 = Neutral, 7 = Strongly agree