

The Ambiguity of Trust – Maj Bishane “Doc” Whitmore

Background/Purpose/Research Question(s)

- Lack of fidelity regarding trust.
- Questions:
 - 1) What do we mean by trust?
 - 2) Are there different kinds and levels?
 - 3) How can we develop trust in the conduct of the mission and performance of duty?

Definitions/Relevant Models

- Trust is defined as “assured reliance on the character, ability, strength, or truth of someone or something.” (*ADP1: The Army, 2-2*)
- Models discussed on following slides.
 - Levels of Trust
 - Trust Threshold Model

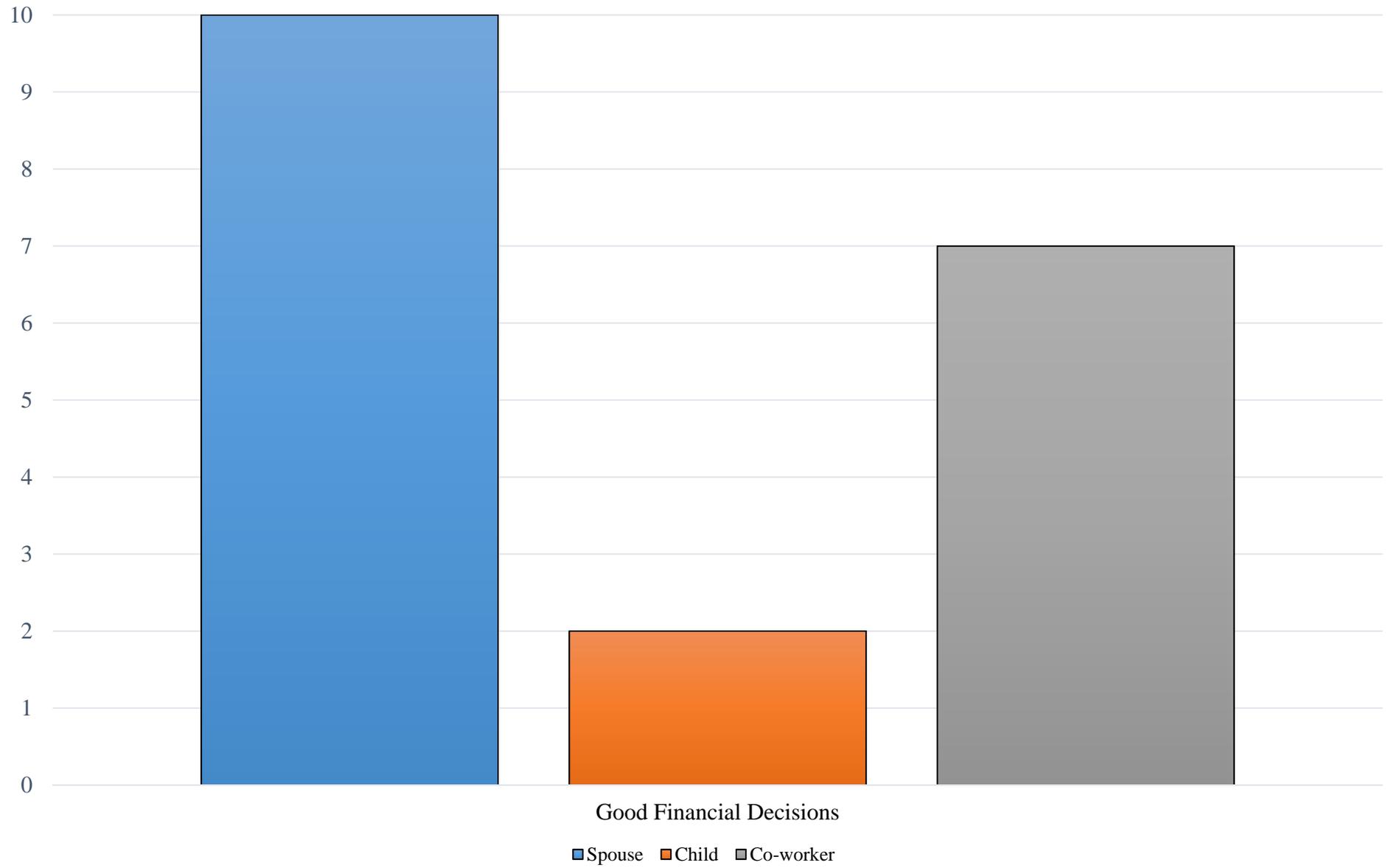
Findings

- People do not trust the same way and to the same depth.
- Trust is not a one-way relationship.
- There are different types of trust:
 - Between people
 - Between person and institution
 - Between institutions
- There are various levels and gradients of trust.

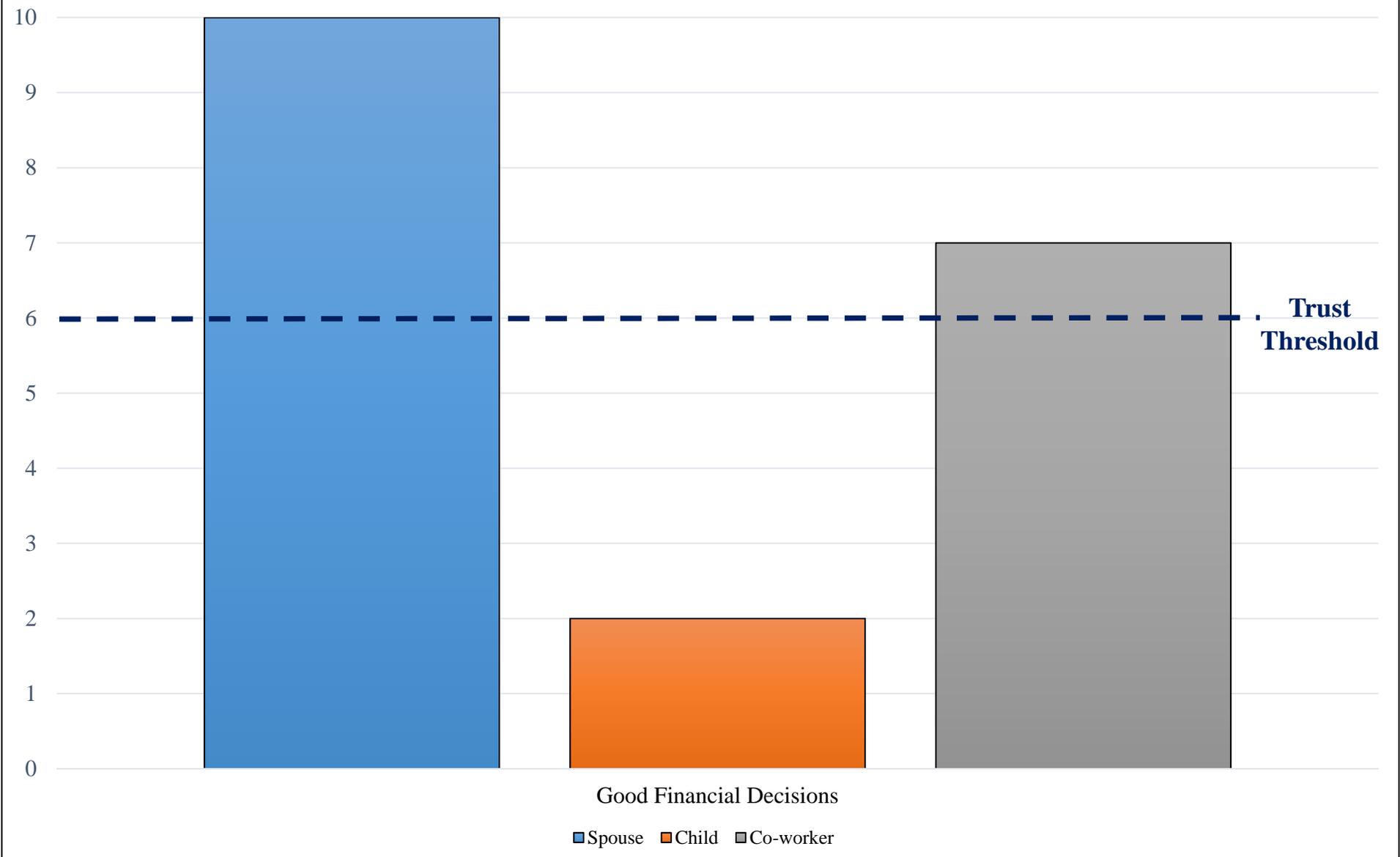
Conclusions/Discussion/Recommendations

- Conclusion/Recommendation discussed on later slide.
 - Tenants of Trust
 - Areas for further research

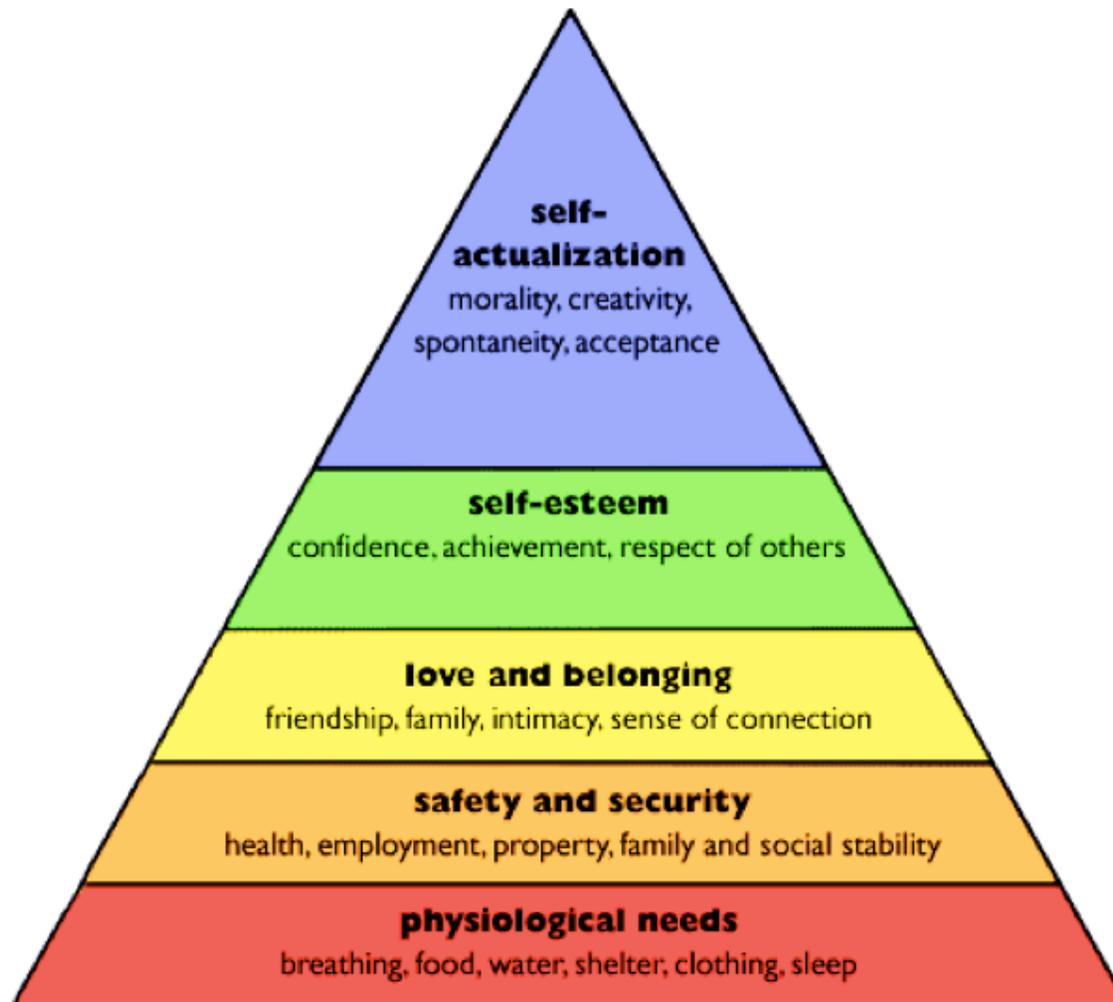
Levels of Trust



Trust Threshold Model



Maslow's Hierarchy of Needs



Tenants of Trust (Example)

<p>Trust encompasses reliance upon others, confidence in their abilities, and consistency of behavior. Trust builds over time through mutual respect, shared understanding, and common experiences. Trust is the foundation of the Army Values, and these Tenants of Trust emphasize the type of soldier the Army needs in order to be successful.</p>	
Competence Trust	<p>Army professionals will be trusted with knowing their jobs and the profession of arms. Each soldier expects the others to develop themselves in training, expertise, and education to be as competent as possible in their career fields.</p>
Character Trust	<p>Soldiers will be trusted to have the highest character comprised of moral and ethical qualities as defined by the Army Values and Army Ethics. While culture creates diversity of character, soldiers will be rooted in the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage so expectations for all who serve are similar and known.</p>
Financial Trust	<p>Service members will be trusted to be responsible stewards of their finances and not jeopardize individual, family, or unit effectiveness due to poor financial practices.</p>

Areas for Further Research:

- 1) What is the role of trust in leadership?
- 2) Does trust differ in wartime versus peacetime?
- 3) Can a conscientious objector be trusted?
- 4) How do gender, ethnic, and religious differences affect trust
- 5) Is there too much implied trust in the military?