

Executive summary

This report was commissioned by the City of Copenhagen and is based on a pilot-study of trust throughout the organisation. As such it provides an analysis and evaluation of how trust can be studied, understood as well as promoted throughout the organisation. The basis of the report is a set of in-depth qualitative interviews, a semi-structured questionnaire, best-practice examples and an extensive review of the literature on trust in the organisational- and leadership field. Moreover, the analysis and evaluation of our data provided us with seven insights, which are best illustrated through three over-arching models. Finally, we have provided six recommendations.

Trust as a scientific construct has multiple definitions in the scientific literature. In this report we have provided a pragmatic conceptualisation and operational definition of trust that we apply to strengthen trust in the City of Copenhagen.

Main findings

Our analysis resulted in seven main insights, which can be divided into three insights into what strongly affects the formation and maintenance of trust in the organisation:

1. It takes time and requires co-worker influence to build trust-based relationships.
2. The individual managers' motivation and ability to be empathic and to allow as well as to create a trusting space affects trust greatly.
3. Trust is facilitated when managers and co-workers collaborate and see a clear link between what they do and value-creation at a citizen or societal level.

And four insights into what prevents trust to flourish:

1. Parallel realities and different languages exist in administrative units and the institutional level.
2. A pervasive experience at institutions that administrative units are not respecting their professionalism and their core tasks.
3. The administration is seen as a controlling body rather than a collaborative partner.
4. Insufficient support from leaders in the administration results in insecure managers at the institutional level.

We recommend the following actions and areas to be the most frugal to implement when strengthening trust throughout the organisation:

- Reduced documentation.
- Improved coordination of management and documentation.
- Cost/benefit analysis of actions.
- Trust foundation and a leadership competence model.
- Identification of best-practice within the organization and formation of networks of devoted leaders and employees.
- Overall coordination.

We recommend that the above six actions are applied to ensure a successful strengthening of trust within the organisation. We assess that the *Overall coordination* is essential to achieve world class trust in the City of Copenhagen.



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