

Tillit i hierarkiske og gjensidige relasjoner

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Temaer

- Hva er en relasjon?
- Hva er en hierarkisk relasjon?
- Hva er en gjensidig relasjon?
- Hva er tillit i hierarkiske og gjensidige relasjoner?

Hva er en relasjon?

Assumptions about 'the market' and the independent firm



- „... self-interest seeking with guile...” is scarcely limited to more blatant forms, such as lying, stealing, and cheating. ... More generally, opportunism refers to the incomplete or distorted disclosure of information, especially to calculated efforts to mislead, distort, disguise, obfuscate, or otherwise confuse” (Williamson, 1985, p. 47).
- Ring and Van de Ven (1992), suggest the *employment of a behavioural assumption of trustworthiness* (open, other-regarding behaviour) rather than opportunism (self-interest seeking with guile)
 - Det er like galt å stole på alle som ikke å stole på noen.
[Engelsk ordtak](#)

Three relational paradoxes

INVOLVEMENT

- close relationships are at the heart of a company's survival. A well-developed network of relationships also ties a company into its current way of operating and thus restricts its ability to change. Managers need to identify and establish appropriate levels of involvement in their relationships with other actors.

INFLUENCE

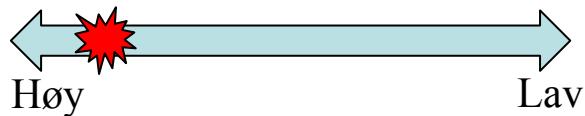
- a manager's relationships are one of the key means used to influence others. This makes them both tools for strategic action to affect present and potential partners, while at the same time, these others try to influence the leader through the very same relationships. Therefore, managers need to balance the interplay between influencing others and being influenced.

CONTROL

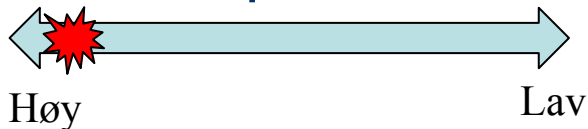
- the more successful a manager is in its control ambitions, the less innovative others may become. Leaders need to identify adequate ambitions regarding control.

Hierarkisk relasjon

- Innflytelseparadokset



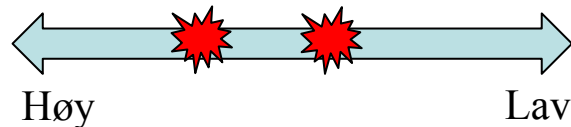
- Kontrollparadokset



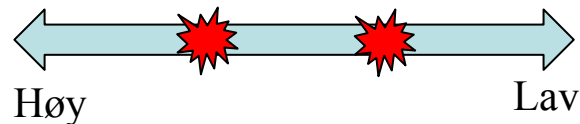
Top-down

Gjensidig relasjon

- Innflytelseparadokset



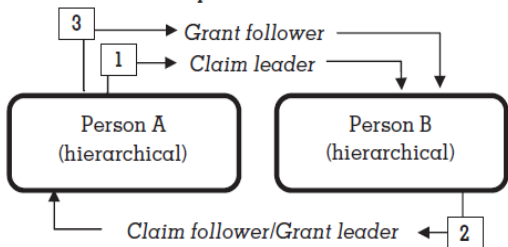
- Kontrollparadokset



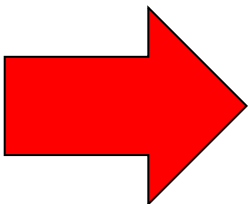
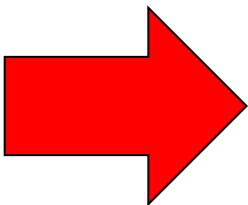
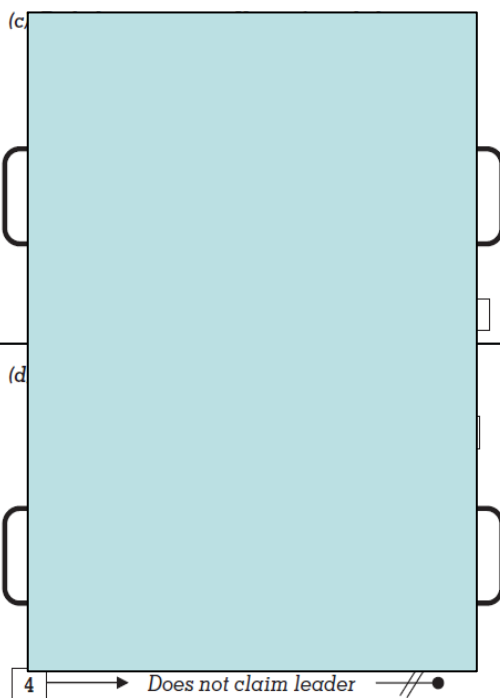
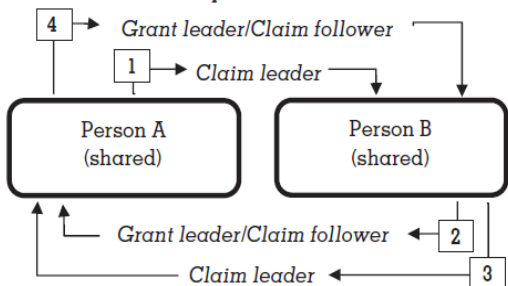
Top-down and 'leading up'

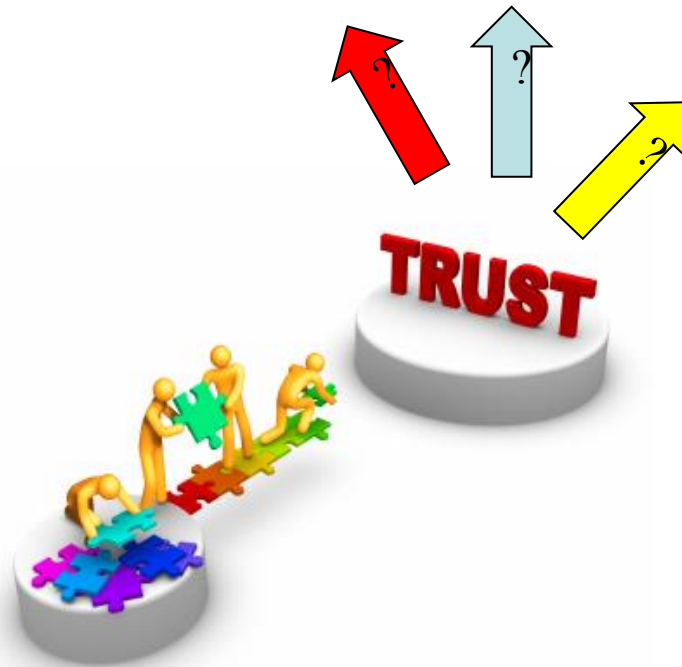
Impact of Leadership-Structure Schemas on Claiming and Granting

(a) Successful construction: Reinforced hierarchical leadership-structure schemas



(b) Successful construction: Reinforced shared leadership-structure schemas

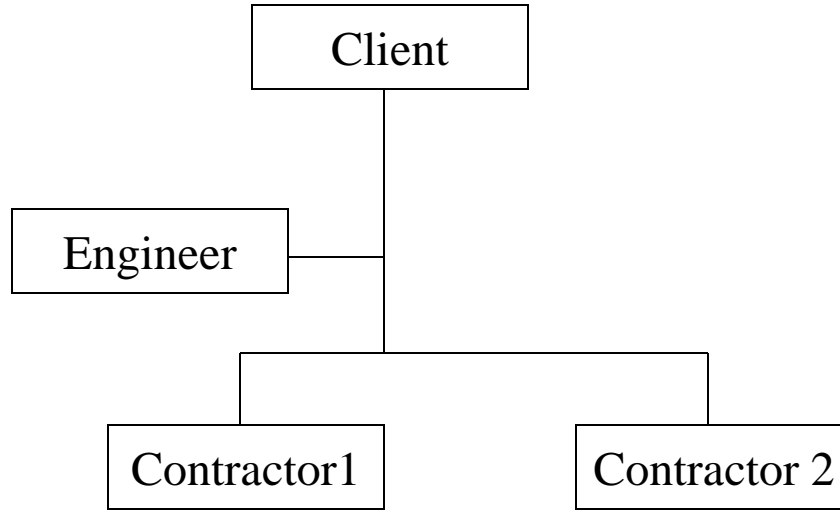




Utfordringer for tillit

- Anbudspresesser med fokus på pris hvor fremtiden er ”uviktig”
- Rigide kontrakter
- Tenkemåte når man går inn i et prosjekt/en relasjon
- Stadig nye team
- Relasjonens varighet
- Tillit tar tid

Hierarkisk kontrakt i byggenæringen



Conventional contract concept

Each party has a contract with the client. The engineer's responsibility is to ensure the quality and each contractor is responsible for their own part of the project

Tillit i hierarkiske relasjoner

- **Detaljerte nedskrevne kontrakter:**

- En indikasjon på at man ikke stoler på den andre part
- "Performance to the letter of the contract"
- Mister fleksibilitet

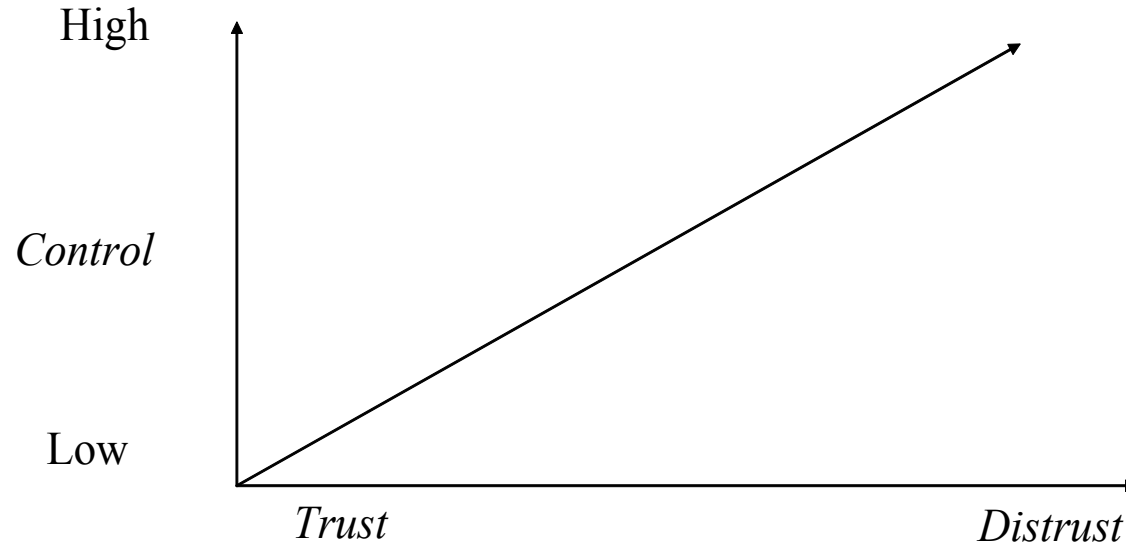
Macaulay (1963), Bayramoglu (2001), Chan et al (2004)

- **Overvåking:**

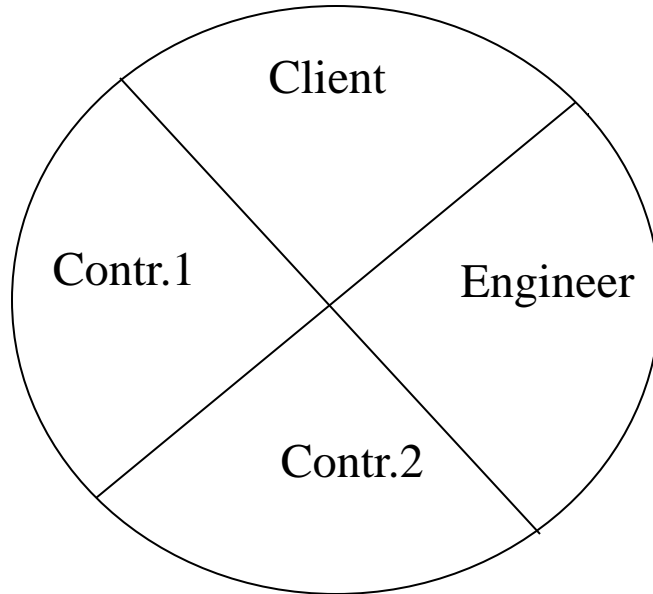
- Signal om at man ikke blir stolt på
- Må vite hva man skal overvåke. Vil fortsatt få passiv oppportunsime
- Den andre part forsvare seg gjennom økt formalisering og mer detaljert dokumentasjon
- Fører til en nedadgående spiral som ytterligere reduserer tillit

Serva et al (2005), Wathne og Heide (2000)

Kontroll, tillit og misstillit i hierarkiske relasjoner



Gjensidig kontrakt i byggenæringen



Project alliance concept

All members in a project alliance has mutual interests in the total results of the project.

Hvorfor er tillit viktig?

Samarbeid, problemløsning, utveksling av informasjon, større åpenhet...

Hierarkiske relasjoner

- ***Kostnadsfokus***
- **Effektivisering**
- **Kontroll og overvåking**
- **Kontrakter**

Gjensidige relasjoner

- ***Verdifokus***
- **Læring**
- **Innovasjon**
- **Kreativitet**

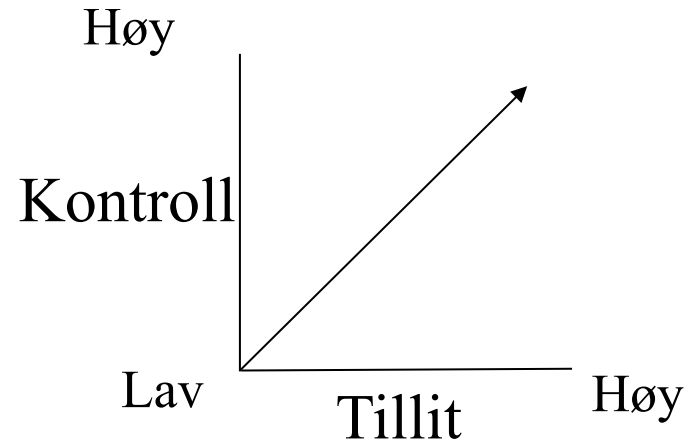
Paradoksene må omtolkes i gjensidige relasjoner

Innflytelse og kontroll er ikke nullsummevariabler

Innflytelseparadokset



Kontrollparadokset



Tillit i hierarkiske og gjensidige relasjoner

Hierarkiske relasjoner

- A trusted influenced other
- Tillit og kontroll er substitutt
- Tillit er risikofokusert
- Tillit er påvirket av forutsigbarhet

Gjensidige relasjoner

- A trusted source of influence
- Tillit og kontroll er komplementære
- Tillit er frihetsfokusert
- Tillit påvirker forutsigbarhet

Spørsmål om tillit!

Hierarkiske relasjoner

- ‘Will you do as *I* have told?’
- Tillitsbrudd =
a failure of execution

Gjensidige relasjoner

- ‘Will you do as *you* have told?’
- ‘I accept that you cannot tell me what you will do!’
- Tillitsbrudd =
a failure of experimentation