

Lessons Learned from the Building Trust Meetings

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On behalf of Dr. Diane Finegood

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SFU

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- Series of workshops convened by Dr. Diane Finegood (2008, 2009, 2011) to address complexity of obesity and chronic disease
- Comprehensive solutions require collaboration across many sectors including government, academia, non-governmental orgs and industry

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Health Canada Santé Canada



Take Home Messages

1. Building authentic trust reduces complexity and can help us build appropriate multi-sector partnerships in food and nutrition.
2. There are many barriers and strategies for building trust.
3. We need to understand each others paradigms and goals before embarking on cross sector collaboration.

Authentic Trust

Authentic Trust: Can't be taken for granted; Mature, articulated, carefully considered; Recognizes possibility of betrayal and disappointment; Must be continuously cultivated

Blind Trust: Exposed to violation and betrayal; Evidence for distrust rejected or denied; Requires self-deception

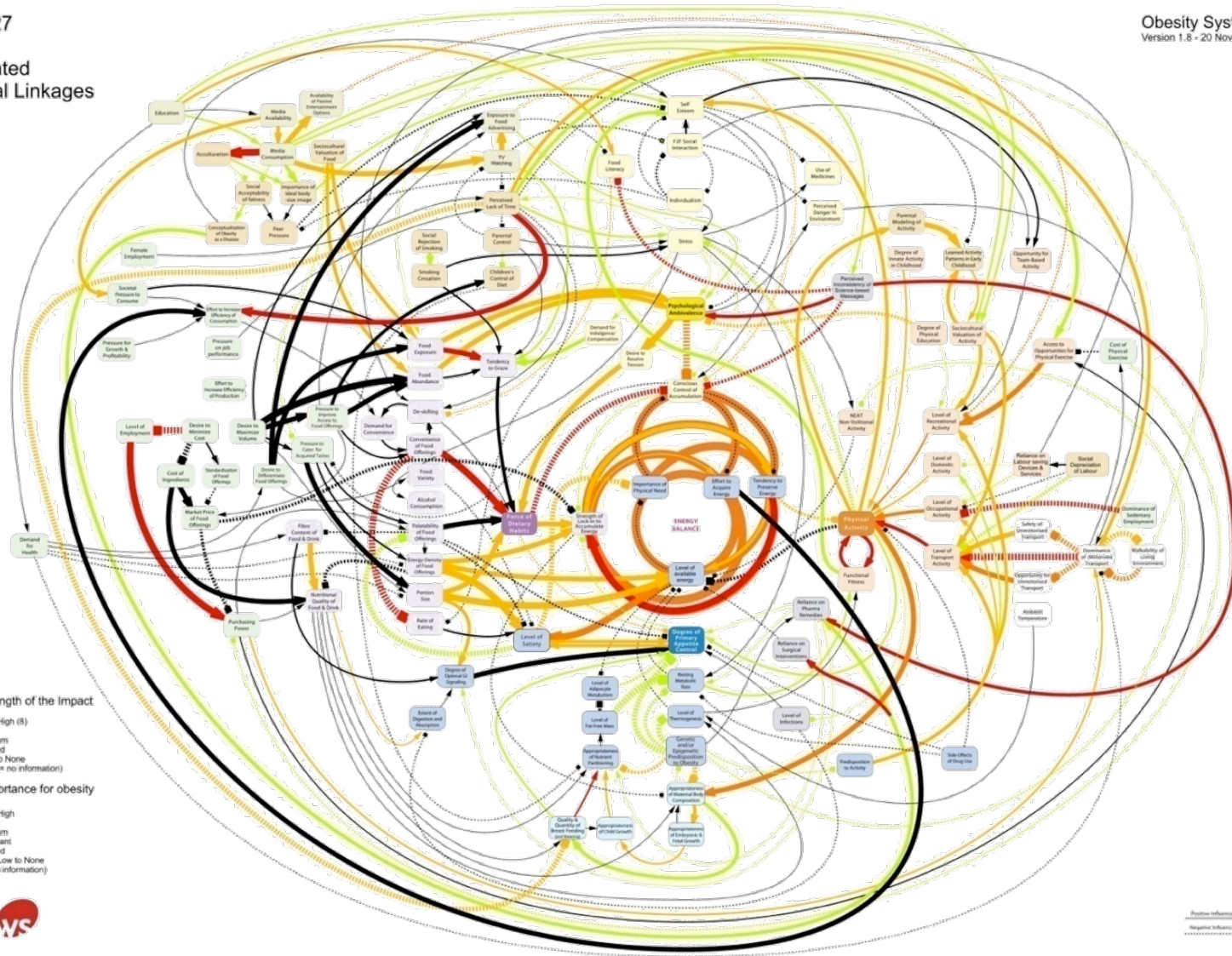
Cordial Hypocrisy: Façade of goodwill and congeniality that hides distrust and cynicism; Destructive to teamwork; Makes honest communication impossible

Foresight Obesity System Map

Map 27

Weighted
Causal Linkages

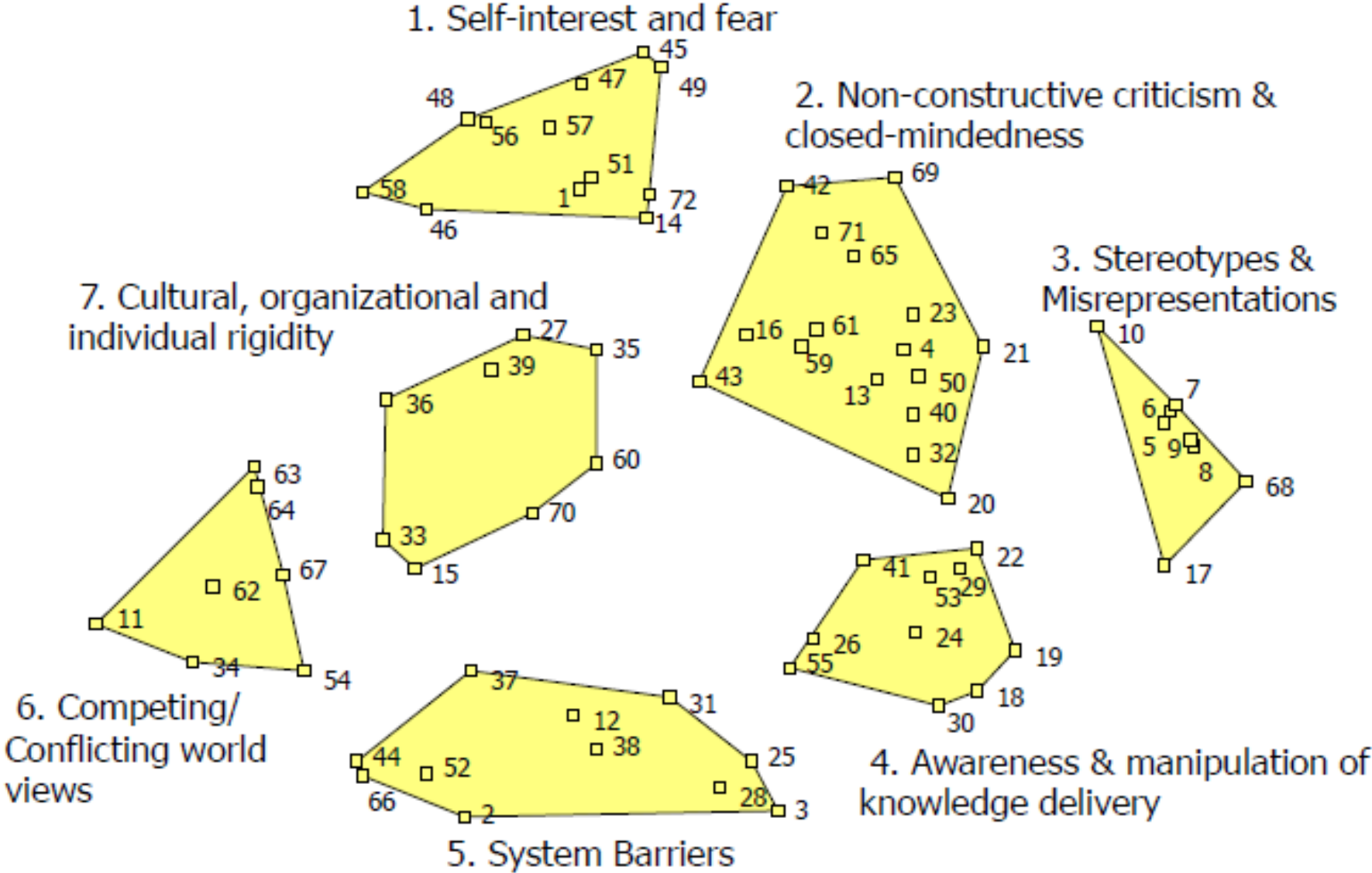
Obesity System Map
Version 1.6 - 20 November 2006



Take Home Messages

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2. There are many barriers to / strategies for building authentic trust.
3. We need to understand each others paradigms and goals before embarking on cross sector collaboration.

Building Authentic Trust – Barriers Cluster Map




Safe spaces for discussion

- Trust building to address complex health problems requires a safe space
- Risks: Changes in leadership; Stereotypes and assumptions about motivations; Betrayal by others in organization or sector; Negative scrutiny
- Opportunities: Deepened understanding of organizational restraints and motivations; Space to celebrate success; Catalyst for collaboration

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Moving Forward: Intervention Level Framework



Level	Definition
Paradigm	Deepest held beliefs
Goals	What trying to achieve
Structure	Information flows, connectivity, trust
Feedback & delays	Self-regulation, reinforcement & adaptation
Structural elements	Subsystems, actors, operating parameters

Finegood, DT. The Complex System Science of Obesity. In: The Social Science of Obesity, Ed. J Cawley. Oxford University Press, 2011

Lessons Learned Through Building Trust Initiative

- Within sector (private sector, NGO, government, academia) issues:
 - Industry: Demands of the bottom line (paradigm); tendency to “say things we don’t mean”
 - NGO’s: Competition for moral high ground; lack of resources
 - Academia: Proliferation of research w/out solutions (goals)
 - Government: Inefficient communication w. outside stakeholders (structure)
 - All: Trust can be as difficult to build than between sector trust (competition for resources)

Lessons Learned Through Building Trust Initiative

- Across sector (private sector, NGO, government, academia) issues:

All: Understand our organizational restraints and drivers

- Industry: Regulation favoured to level the playing field
- Government: Differing paces of decision-making processes

All: Collaboration and communication essential; specific terms and drawing of lines will shift

- <http://www.youtube.com/watch?v=sZh8jAqeLAU>

Draft Tool for Assessing Partnerships

Initiation: Shall I engage in this partnership?

- Level of authentic trust
- Commonality of interests
- Brand complementarity
- Appropriate authority and mandate to negotiate
- Appropriate expertise, capacity and resources
- Feasibility of achieving common goals
- Legal accountability throughout
- Risk mitigation (for media attention, public scrutiny)

Draft Tool for Assessing Partnerships

DEVELOPMENT: If yes, how do we maintain our relationship?

- Leadership and champions identified
- Clarity of roles, responsibilities, accountabilities, jurisdiction and commitment to completion
- Opportunity for sharing assets (e.g. reach, resources, influence, etc.)
- Commitment to and capacity for internal and external communications throughout
- Capacity for project and issues management

COMPLETION: And now that we achieved our goals

- Planning for project closure and celebration
- Evaluation of partnership is planned and resourced

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Share your ideas!

Posted on 2011/09/28 by **Building Trust Initiative**

We are already starting to think of the content for our next Building Trust Workshop. Although the time and place have yet to be set, we thought we should seize the opportunity of having this platform to obtain your feedback and ideas on the theme for the next meeting. Make yourself heard and share your ideas for the next workshop by clicking on the [Q&A widget](#) on the top right.

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