

Principles of Collective Trust

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Collective Trust is a faculty's willingness to be vulnerable to another party with confidence that the latter party is benevolent, reliable, competent, honest, and open. Three decades of research on collective trust in schools have produced a theory of collective trust (Forsyth, Adams & Hoy, 2011). The heart of this research can be summarized by the following Principles of Collective Trust.

1. **Leadership generates collective trust.**
 - Make authentic behavior and openness habits of action.
 - Stamp out artificiality and game playing.
2. **Organizational structure influences collective trust.**
 - Build enabling school structures.
 - Avoid structural features that restrain and hinder.
3. **School innovation and reform require collective trust.**
 - Make trust the linchpin of school reform.
 - Use social support to create and nurture trust.
4. **Trust, efficacy, and academic emphasis create a synergistic sense of academic optimism.**
 - Forge a culture of academic optimism.
 - Treat academic optimism as an investment in persistence, resilience, and achievement.
5. **Positive and productive social interaction requires collective trust.**
 - Infuse trust as a persistent theme in the life of schools.
 - Guard against any action that erodes trust.
6. **Collective trust is salient for student achievement.**
 - Build collective trust as a platform for efficacy, optimism, parental outreach, professional community, and high expectations.
 - Earn the trust of parents and students.
7. **Collective trust requires risk taking and vulnerability.**
 - Demonstrate benevolence, reliability, honesty, openness, and competence.
 - Eschew secrecy and deal making.
8. **Collective trust enhances cooperation.**
 - Establish the community as a partner in school affairs.
 - Confirm collaborative and professional behavior as the norm.
9. **Collective trust shapes social capital and social action.**
 - Create and support authentic reciprocal interactions: They boost trust.
 - Use social capital to promote school conditions that enhance student achievement.

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