

# Trust Factors

Factors which need to be considered by the parties during a negotiation in order to build up mutual trust:

- Risk tolerance: do the people involved like to take risks, or not?
- Level of adjustment: are the people comfortable with themselves and do they see the world as a rather benign place, or not?
- Relative power: is one side in a position of authority (and the other one therefore feeling rather vulnerable), or not?
- Security: are the stakes and risks involved high, or not?
- Similarities: are the people involved rather similar (same background, values, personality traits, etc.), or not?
- Alignment of interests: can the parties expect that they will not harm each other, because they have strong common interests, or not?
- Benevolent concern: does each party expect that its own interests will be taken into consideration by the other one (even if their respective interests are divergent), or not?
- Capability: does each party consider the other one as being capable and competent, or not?
- Track record: does each party feel confident that the other one will act in a certain way, because it has proved to be predictable and honest in the past, or not?
- Level of communication: is communication between the parties open and honest, or not?

Based upon: Robert F. Hurley, *The Decision to Trust*, Harvard Business Review, September 2006