



28 May 2013



IDEAFACTORY_2013

(Re)Building Trust

The page features several large, overlapping geometric shapes in orange, green, and pink. A large green shape is prominent on the right side, extending from the top right towards the bottom right. Orange shapes are located at the top left and bottom left. Pink shapes are at the bottom left and bottom right.

This report contains a summary of all the content captured by the facilitation team, through writing and scribing. It is not a complete transcript and does not claim to be precise; we hope it captures the main ideas and concepts that emerged and were discussed during the session with an acceptable level of approximation.

The opinions expressed and arguments employed in this report are those of the participants in the OECD_IdeaFactory and do not necessarily reflect the official views of the OECD or the governments of its member countries.

Keynote Speakers & Discussion Leaders

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• **Laurence Evans** President, International Edelman Berland • **Lee Newman** Dean, School of Social & Behavioural Sciences Social and Behavioral Sciences - IE Business School • **Mark Rollinger** Chief Legal Officer, Sodexo • **Robert Manchin** Chairperson and Managing Director, The Gallup Organisation Europe • **Robert G. Romasco** President, AARP • **Sigrid Jacobsen** Chairman, Tax Justice Network - Norway • **Soumitra Dutta** Dean, Samuel Curtis Johnson Graduate School of Management - Cornell University • **Tuur Elzinga** Senator, Netherlands Parliamentary Assembly - Council of Europe.

IDEA FACTORY

The OECD_IdeaFactory invites OECD Forum participants and experts to work together and combine their experiences and perspectives so that global and complex issues can be viewed differently. A selected number of participants take part in a three-hour immersive session where new kinds of conversations are provoked through active engagement, collaboration, and interaction.

The aim of this IdeaFactory was to explore the issue of trust and in particular to discuss the implications in terms of society, relationships and future choices.

The following pages capture some of the key ideas discussed during the session.

INTRODUCTION

Anthony Gooch

Director - Public Affairs and Communications Directorate, OECD

There has been a lot of talk about the loss of trust since the financial crisis occurred. It was most explicitly seen during the UK bank runs in 2007. What began as a crisis in the banking sector went on to become a full-fledged economic and social crisis. It has brought unacceptably high levels of unemployment and related distress to citizens around the world. The longer the crisis lasts the more people question the ability of the “system” to generate solutions.

The crisis has shone a light on concerns about the undue influence that some parties have exerted over public policy. This comes at a time when we have seen the stark reality of growing inequality and the uneven distribution of burdens and rewards across society.

In a preparatory session for this IdeaFactory, my colleagues and I started to explore the core of the trust issue. We decided to focus on the three ‘its’: the illicit, the licit and the deficit. The “illicit” for example refers to issues such as corruption and tax evasion; “licit” is undue influence, lobbying, and unsatisfactory legal systems and regulatory systems; and “deficit” can be divided into deficits of education, information, skills and access.

Together with these elements, relevant to the issue of “trust”, I want to share with you a worrying figure taken

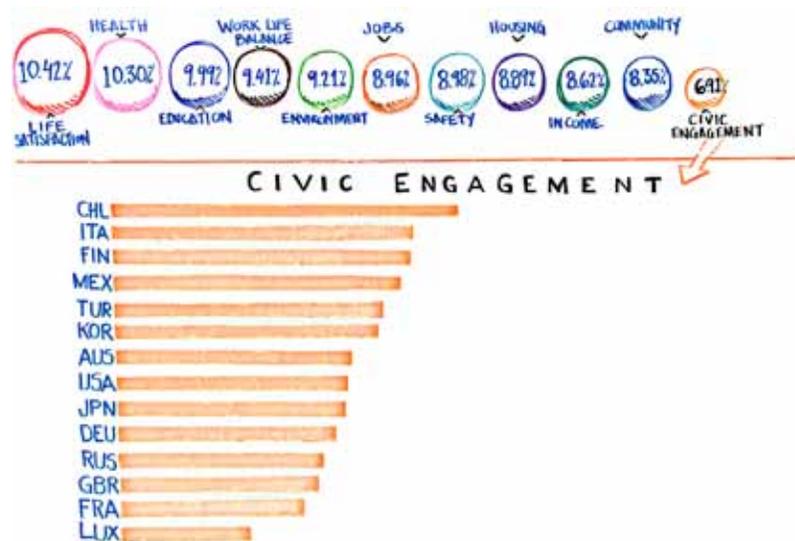


from the OECD Better Life Index. The results that we obtained over the last 3 years – with 60% of respondents being under the age of 35 - are based on people’s opinion on what is most important to them in terms of quality of life and well-being: the “Civic Engagement” dimension is assessed at only 6.9%, compared to dimensions such as life satisfaction (10.42%) and work life balance (9.4%).

During the opening of this year’s Forum, the OECD Secretary-General Angel Gurría asked: “Have people stopped trusting governments, the public sector, political institutions, politics?” I want to further this enquiry by asking you all today: “What has changed? What is it that was perhaps tolerable before that we can no longer tolerate?”

Is it possible that we have reached the tipping point from a state of healthy scepticism to one of total cynicism? If a substantial portion of people, especially young people, lack trust in their relationships with societies and institutions, it will clearly become harder to build robust, viable societies and institutions in the future.

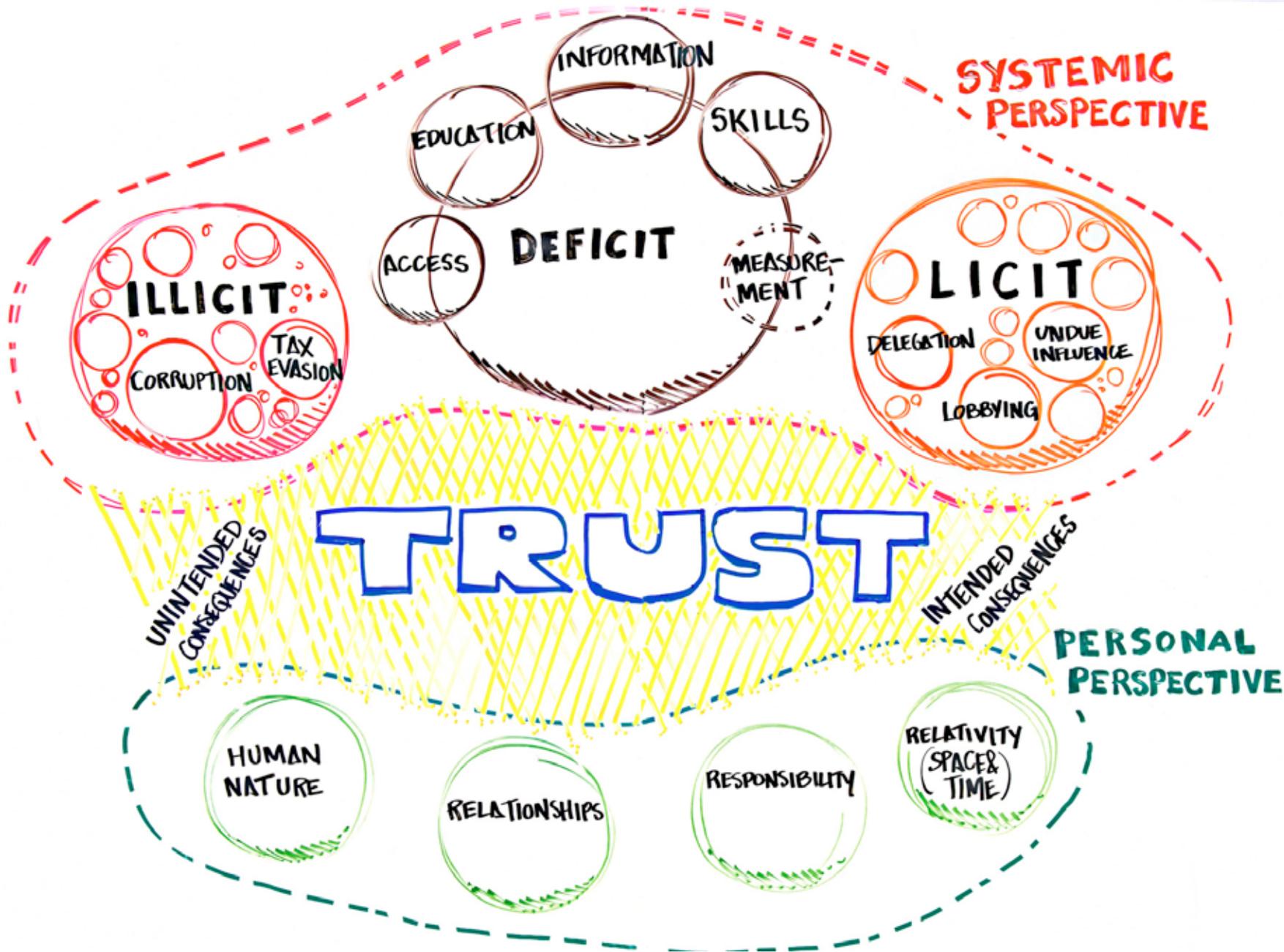
This year’s OECD Ministerial discussion will focus more on the political sphere, as political and governmental figures need to find out how to best translate the “better policies for better lives” – essentially the work that the OECD and other institutions like us produce - to benefit citizens as much as possible. This work has moved the OECD in the direction of policies that promote open governments and transparency, address integrity and political financing, lobbying practices, and the failings of political systems and processes.



To look at these issues from a wider perspective, in this IdeaFactory we have gathered representatives from many walks of life: government representatives (ministers, active legislators and parliamentarians), leaders from the NGO community, representatives of educational establishments, the business community, trade unions, media, students and international organisations.

We have invited you here because we want to know what you think. In addressing the issues of trust, we want to build a broad community of interested parties across disciplines and different sections of society.







SNAPSHOTS ON DATA

Laurence Evans

President, Edelman Berland International

Over the last decade, since the financial credit crisis, trust has been slowly recovering. Governments are today the least trusted institutions – with a 41% trust rate; businesses sit on the fence at about 50%. Globally, the most trusted institutions today are still NGOs which continue to improve their reliability. As a general trend, over the last decade there has been a migration of trust from “institutions” to “people and their peers”.

This year, we saw another twist: there has been a loss of trust in the leadership of these institutions. For example, while 50% of people trust businesses, less than 1 in 5 trust business or government leaders to tell the truth, make a moral ethical decision, or actually benefit society.



Robert Manchin

Chairperson and Managing Director, The Gallup Organisation Europe

When we talk about a “crisis of trust”, we usually speak from a European perspective as Europe has the lowest trust level globally, while countries where the crisis had little impact (such as Australia, New Zealand and Southeast Asia) have much higher trust levels. For the first time in history, Americans - who used to be much more trustworthy - are now somewhat reaching the low European levels of trust.





Cobus de Swardt
Managing Director,
Transparency International

According to our latest survey, trust in political parties and members of parliament has decreased. Dissecting the data, people under the age of 40 have lost all their trust in political institutions. The gap between people over the age of 50 and those under the age of 40 is not as big if we look at the loss of trust in other sectors, such as business.

Maurizio Travaglini
Co-Founder Architects of Group Genius,
Idea Factory Designer and Facilitator

This afternoon we will work on a very complex issue: trust. When we first spoke about this topic as the core element to one of this year's IdeaFactories, it sparked my interest as we seldom talk about trust, especially in this sort of context.

The IdeaFactory is about active engagement, as opposed to being passive and just listening. It is also about disagreement – as a healthy way to discuss and deeply understand the issues at hand.

Let's see what we can discover together by the end of this session.

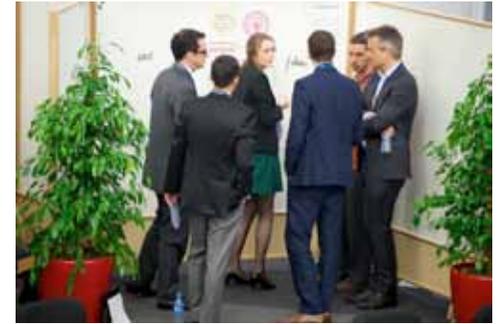


A large group of people, mostly men in suits and some women in business attire, are seated in a circle on a carpeted floor. They appear to be attending a meeting or conference. Some are looking towards the center, while others are looking at their notes or devices. The room has large potted plants in the background.

Explore

THE NATURE
THE MEANING
THE EVOLUTION
THE BOUNDARIES
THE CONNECTIONS (strong and fragile)
of your trust-related stories.

How are the trust relationships between you and institutions evolving?



GROUP ACTIVITY

Trust in different constituencies

- LARGE CORPORATIONS
- SMALL AND MEDIUM ENTERPRISES
- NGOS
- GOVERNMENTS
- IGOS
- MEDIA
- BANKS / FINANCIAL INSTITUTIONS
- MEMBERS OF PARLIAMENTS / LEGISLATORS
- TRADE UNIONS
- POLITICAL PARTIES
- PROFESSIONAL LOBBYISTS
- EDUCATIONAL ESTABLISHMENTS
- JUDICIAL SYSTEM
- ECONOMISTS





What is the breaking point of the main trust relationship between each constituency and citizens?

What is the ripple effect that could be generated?

What is the “one thing that has not yet been done” to avoid reaching this breaking point?



SNAPSHOTS FROM THE CONVERSATION

●●●●● GOVERNMENT

To improve their trust relationship with citizens, governments should place citizens at the heart of society, as they are related to all branches of government, to the private sector, and to all other stakeholders. Looking at the current relationship, the breaking point could happen every time citizens make an agreement with their government. The government should respect the content of the agreement by respecting their mandate to govern. If it doesn't happen, the relationship is at risk.

In the end, it is all about responsibility – both individual and shared - that the citizens, the private sector, and governments need to take in order to establish a relationship based on values, fairness, transparency, and the absence of corruption and non-delivery.

●●●●● MEMBER OF PARLIAMENTS / LEGISLATORS

Our group identified “individual expectations” as the core of the trust relationship between legislators and the public. What makes this relationship very difficult to manage is that these expectations are not shared and common among people, but are increasingly becoming individual-specific. If the citizen doesn't feel that their expectations have been fulfilled, this could result in a decline in civic engagement - or even in social rupture.

To avoid this breaking point, legislators should be honest about what is achievable and what is not, and should share with citizens the sacrifices that will have to be made in order to achieve needed gains.

●●●●● POLITICAL PARTIES

Political parties are actually struggling to regain trust. While gaining trust is not that easy, regaining trust is extremely problematic: in this particular case (political parties), it has become chronic. The loss of trust was like a decay that went unnoticed and that now might take too long before it is overcome. Probably, what we need today is a “shock” to the system. Could it be something related to the demographics around the voting issue? Should the voting age be reduced?

●●●●● SMALL & MEDIUM ENTERPRISES

The source of a trustful relationship between citizens and SMEs lies in elements like proximity, community, and alignment of interests. SME-sized businesses incite a good deal of trust because they tend to have personal and closer relationships with customers, which provides a direct incentive to run a successful business. Growth can be one of the breaking points of this relationship, as more layers are built between the enterprise/the entrepreneur and its community, between the community's



requests and what the company can actually deliver. Moreover, resources might represent a threat to this relationship as their lack could prevent SMEs from achieving what they promised.

To encourage a better role for these actors and to make sure that their trust relationship with citizens is not compromised, the OECD should include SMEs in more dialogues about public policies, allowing them to address and contribute.

..... LARGE CORPORATIONS

Citizens have a different relationship with large corporations, as it is very difficult for top management and shareholders to engage in direct contact with their customers, and even with their own employees. These organisations must be very careful because they are continuously subjected to public scrutiny. Even if they lose the trust of very few

people, the ripple effect could be unrestrained as there is no control of the spread of disappointment or the anger of these people. A private problem could immediately become a public one.

Large corporations most often lose trust when they don't respect their responsibilities, usually through a lack of transparency, governance and accountability. They might also lose trust when they are considered to be "too big to fail" - like, for instance, financial institutions.

..... ECONOMISTS

Our group really wanted to challenge the idea of economists as part of an "institution" that can influence public trust relationships, because economists gain or lose trust and influence based on



the accuracy of their own predictions. The breaking point would be the loss of influence that they have on the politicians and on the governments they advise. One of the best ways to improve the work of economists and institutions would be to encourage more interaction and collaboration among them. We should support organisations which bring together a variety of economists, to really discuss economic issues from different points of views.

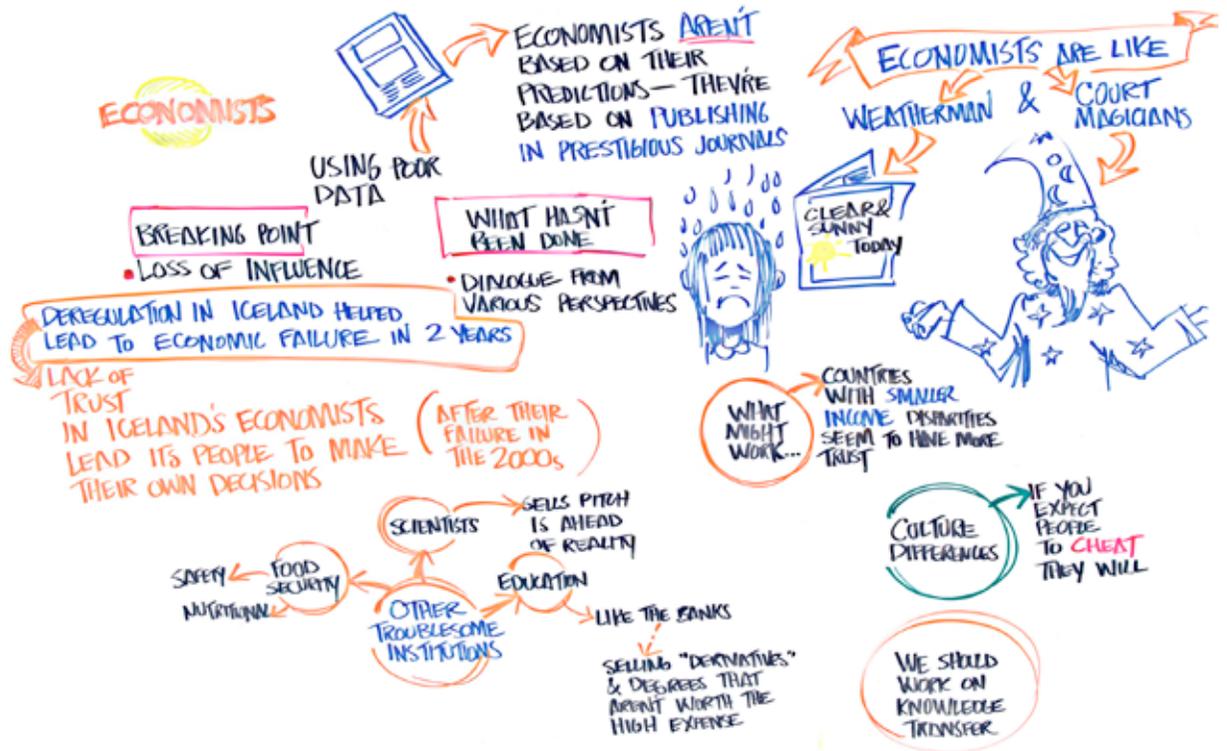
PARTICIPANT* I think we are very optimistic when we say that economists are judged by their predictions and they are eliminated from the system if they are systematically wrong. Actually, economists are judged on whether they publish papers in good journals! It has nothing to do with whether they are any good at understanding economic phenomena. We're systematically very bad at forecasting. And it's a mystery to me that people even continue to listen to economists' advice, to give them Nobel Prizes, and in particular to take their forecasts seriously!

* We have to create certainty because, as human beings, we need to believe in something. "Economics" is about believing in a model – whether it is true or not – despite what the facts show. Our current choice is about believing certain economists instead of others.

* As there is a general need for authoritative voices and pronouncement, I think that economists are becoming more like 'court magicians'. Watching economists who continue to get everything wrong but still hold on to

their power, it seems to me that they serve interests that are just fine with the status quo, because getting things right would be far more dangerous politically.

* As an Icelander, I would like to share with you a story about what happened in Iceland in 2006, when people became concerned about the national economy. Among other things, the government called on very famous and internationally-known economists to endorse the good health of the national system. Two years later, the system collapsed. This did horrible damage to the domain of





economics. And then citizens, no longer believing in economists, started to develop their own knowledge about economics. The public started to generate its own opinion and voice, and things ended well.

* I am convinced that economics is mostly about psychology. Right now, the state of trust is very poor: we don't trust forecasts, institutions, welfare systems, economies – and what is worst is that we don't even trust our own future. If people and corporations don't have trust in their present and future economy, nobody will invest or consume, and the economy won't grow. I believe that a growing economy happens whenever we have trust in the future.

..... EDUCATIONAL ESTABLISHMENT

As a group discussing the trust relationship between the educational establishment and citizens, we shared a common belief: education is a bridge to a better life. But when the system fails or there is a lack of trust in the relationship between those who expect to be educated and the educators, the ripple effect is risky: it can affect both the quality of teachers and the choice of who decides to be a teacher. If you don't trust the system and the support it will give to your role and job, then why would you choose to be a teacher or an educator? Moreover, we believe that the decentralised funding phenomenon is creating further disparity and poor learning environments, especially in the US where the tax base of a specific neighbourhood is the main element that drives local school funding. We also

discussed MOOCs or online education; we are not sure whether they allow greater access to education or if they will be disruptive to the learning process.

* Despite working at a university, I have lost trust in this institution. This is primarily because of the increasing influence of the administration's role in the university system. As a general trend, education has become more streamlined - even taking away the chance to let students think critically about issues.

* Across most basic educational systems, there has been a trend towards "decentralisation": the power of the central ministry has been given to local authorities, communities and schools, with the idea that they know what is best for them. One of the tensions that comes out of this process is the issue of ensuring equal quality across the whole system: we need to make sure that all schools offer the same quality in education even if they are managed by different people with different capacities. While everybody will agree that this is the goal of the educational system, parents actually make choices in the best interest of their own children, moving them from one school to another – sometimes even choosing to move house. The best educated parents, those who have access to the most data, are able to use those "strategies". Hence, the question is: are the poorest children getting a good education? In many countries the obvious answer is no, and this leads to a lot of mistrust in schools and in the entire system. People invest in education with the expectation that they will benefit from it. However, their expectations are not

necessarily delivered by the system in the way people want them to be delivered.

* Inequality of outcomes is increasingly weighing in on the inequality of opportunities, particularly through the mechanism of the educational system. Even with the democratisation of knowledge - particularly through the Internet - we are not actually seeing this phenomenon resulting in a democratisation of opportunities. This can lead to an erosion of trust in the educational system itself, or even in the system as a whole. In addition, we still have the same old institutions becoming increasingly relevant in the educational landscape. The quality of education and what students actually learn are important but the branding still matters at least just as much.

* I think two things have been going on in the educational system; I speak from my experience in the state of Texas where I live.

1) Over time, we have witnessed a progressive equalisation, not towards complete equality, but towards a reduction of the inequality of resources as a result of court decisions and schemes, which have been distributing funding to the state. This is true at the primary and secondary level, but it is also true at the university level, where access has substantially expanded.

2) The second thing that has happened is an attack on the resources of the public schooling system, which is part of the same phenomenon. It represents a concentrated effort to actually reduce trust in the schooling system - *often in very unjustified ways*. For instance, at the university level, there is relentless pressure

to cut costs and to pretend that new technologies allow the same quality experience that students previously had - *which is manifestly not the case*. Or by linking access to finance to the quality of the test results. These schools have a very transient student population that changes every year, and cannot really show advances in the quality of their students' results despite teachers doing their best.

When we think about trust, we have to be aware that there are reasons for strategies that deliberately erode trust in institutions, which may or may not be intrinsically untrustworthy. This is a vicious circle that unfolds over long periods of time.

* As a student, I definitely notice that there is no difference in the knowledge and the learning that my peers and I get from private and public universities. But there are nonetheless subsequent advantages to attending a private university, which are only accessible to those who are able to pay. This leads to a systematic inequality in the result of the education students receive, and it becomes hard for me to place a lot of trust in the whole educational system.

* Education is certainly one way to create the basis of trust, as all kinds of people, especially very young people from different backgrounds, meet and grow up together. Therefore I am a bit worried about some trends. In order to measure how valuable different educational systems are, a lot of institutions use competition as a tool for assessing quality. On the one hand, this creates a common platform for comparisons, but on the other

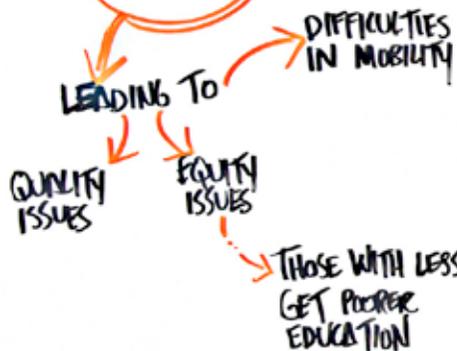
EDUCATION

TEACH TO THINK

THE PROBLEM/ISSUE IS WE'RE NOT DEVELOPING CRITICAL THINKING



MOVEMENT TOWARD DE-CENTRALIZATION



RESOURCE ISSUES
AFFORDABILITY AFFECTS TRUST

STUDENT PERSPECTIVE

MISALIGNED INCENTIVES
DISCREPANCY IN PRIVATE & PUBLIC EDUCATION

- THOSE WITH ACCESS TO INFORMATION BECOME THEIR OWN EXPERTS
- "MOOKS" WILL LEAD TO TRUE EDUCATORS WILL SURVIVE BUT PROFESSORS WILL NOT



IN NORWAY
- EDUCATION HAS BEEN CALLED A PILLAR OF SOCIETY
- A STRONG PUBLIC EDUCATION SYSTEM & KEY DIVERSITY IS IMPORTANT AND BASED ON MUTUALITY & EGALITARIANISM

- A LACK OF RESULTS LEADS TO LACK OF INTEREST IN TEACHING PROFESSIONS

OUTCOMES

OPPORTUNITY

INEQUALITY

IT'S THE BRANDING THAT MATTERS AS MUCH

BE CAREFUL OF FOCUSING ON JUST WHAT IS TAUGHT - IT'S ALSO HOW LEARNING IS APPLIED

WHAT'S GOING ON?

- RELENTLESS PRESSURES TO CUT COSTS
- RISING INEQUALITY OF EDUCATION
- PRESSURES ON THE INSTITUTIONS TO BLINDLY ADHERE TO TEST

hand, it generates the risk of transforming education into a product for sale in the market.

* One consequence of inequality in the educational system (private versus public, rich versus poor) is that it will reinforce “polarisation” by having people of the same type going to the same schools. Young children do not yet have prejudices and schools should not encourage discrimination as a long-term investment in a better society.

* Education is a sort of ‘extension into the future’ that makes people believe that the next generations might have a chance to go further. However, the last ten years have provided diplomas without knowledge, leaving the newest generation unable to transform the old social contract into concrete future guarantees.

* Education is meant to be the gold standard. Everyone should trust education, but in some ways – similar to the selling of derivatives and junk bonds – we sell phony degrees and silly courses with huge costs, often exploiting international students.

••••• NGOs

One of the reasons why we trust NGOs is that they are associated with volunteer work for a cause that is beyond self-interest and is for the public good. We usually lose trust in these organisations whenever there is a lack or loss of integrity, or their leader is corrupt, or their work harbours a hidden agenda. If people start losing trust in these organisations,

they might become sceptical and stop contributing to them. One thing that could be done in order to prevent these breaking points would be to hold NGOs accountable for their work, and subject them to certain legal obligations.

* I agree that holding civil society organisations to account is a good idea. But if you have full “control”, you no longer need trust. Therefore, we need to find the right balance between full control and total trust. No one can only just trust – that is why we need a basis of control, and why I believe that it is important for my own sector (NGOs) to be controlled and to be measured. I believe the OECD can help us with that by continuing to provide us with data, and by challenging us.

ADDITIONAL THOUGHTS ON TRUST

* Trust is very strongly linked to how we build societies. Societies with a more universal welfare system have more trust, more transparency and less corruption

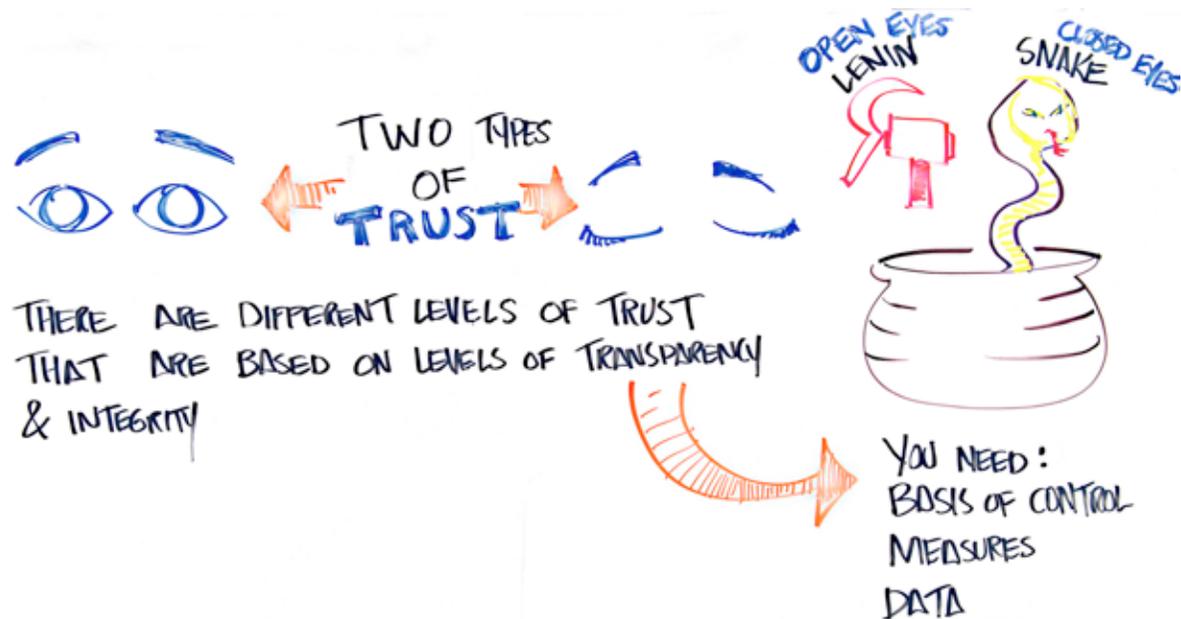


than societies with a very low welfare scheme. Societies with small income disparities actually create more trust between people and authorities, between people and politicians. The way we build our societies is based on the way we create the basis of our economic development.

* As a matter of fact, the Nordic countries have a higher level of trust than elsewhere in Europe. I think that this is because they have very flat organisations (both political and private), with very little hierarchy. This results in smaller differences in income among citizens, compared to the world average. And this is where trust comes from: when everyone is approximately equal, and more or less homogeneous in society, it is ok to have a universal welfare system. At the end, with fewer differences among people in society, it is easier to trust others and to spot the ones cheating.

* I have observed that there are some countries where the basic principle is that there is no trust in citizens and in their behaviour. Therefore the whole system (including the law) is set up on the premise that people are going to cheat – and people will actually cheat! While other countries are set up around the idea that people are going to behave, but that there will be severe repercussions if they don't. I think that this is the fundamental difference in the way we create and build our societies, because it represents the country's confidence in its own people.

* The world can now be divided into two regions: the US and Europe where, for the first time, people have less trust in the future than in the past; and Africa and Asia where people have growing hope in their future.



* Looking at the data, it is interesting to point out that the most trusting countries in the world tend to be the least democratic ones. Countries which have experienced a generational improvement in their well-being, and are some of the most developed countries, are some of the least trusting ones. This might mean that, over the past decade, we have not seen a change in expectations but a change in the perception of performance against these expectations. The problem with trust is then the expectation performance gap that has increased and has caused a lot of dissatisfaction.

* I belong to the generation that was essentially brought up to believe that tomorrow will always be better than today. But it has been a shocking realisation to me how fragile progress and trust are, having lived through the Euro crisis. If we look at the dynamics of the direction of change - the "shrinking pie" versus the "growing pie" – trust relationships can be very different. When the "pie" is growing, there is a reasonable amount of trust and, even if we don't realise it, institutions can actually function. But whenever the "pie" stops growing or starts shrinking, we realise how fragile trust is. This is a major challenge that has to do with inequality and growth rates – it is a very hard circle to square.



* There are two different types of trust that are being discussed here:

1) Trust in hierarchies, institutions and large organisations.

2) Trust as a social phenomenon of mutuality and egalitarianism, similar to the one we can attribute to Nordic countries. This second type of trust can be present in powerful institutions as well, where equal people acting in positions of relatively equal power try to figure out whether they can work together.

This approach is very different from the question of believing that someone who is wielding power over someone else is doing it in a socially constructive way, as these conversations often tend to focus on the concept of legitimate authority. I think the sort of societies we are trying to build in terms of common values is really about mutuality.

* Thorstein Veblen (an American economist and sociologist) drew a very potent distinction between the

leisure class - which is all of us - and the industrial class - which has a very strong instinct of workmanship and a significant sense of pride for the quality of the work done. I think that in societies based on mutuality, we rely very heavily on the assumption that people we deal with operate motivated by the instinct of workmanship. The problem of trust arises when we can no longer rely on it; for instance, when we are unsure about the security of our food or of our financial funds. What do we need then? We need regulation and a set of supervisory institutions. The difference between advanced and developing countries does not depend on knowledge, technology or infrastructure but on the presence of regulatory institutions. In countries where these institutions do not exist, people have to watch out for themselves.

* My questions: are society's expectations too high to make us think that we can totally trust everything? How much failure and risk can we tolerate without losing trust in society?



* Trust involves a feeling of influence over reality. When we talk about the loss of trust in systems, democracy, parliamentarian and political systems, I think this refers to people feeling that they are actually no longer in control when it comes to democracy. Due to phenomena like globalisation and “financialisation”, governments also lack the control that they used to have, and therefore parliaments struggle to close the gap between expectations and performance. I personally believe that for the past 20-30 years, control has been decreasing through an era of deregulation. But I agree that trust regulation is very much needed.

* My answer to the trust issue is: transparency mechanisms. They help move from “dealing with uncertainty” to “accepting risk”. The difference between risk and uncertainty can be explained through behavioural science. When flipping a coin there is a 50/50 chance of risk. Uncertainty is flipping a coin without knowing whether there is a 50/50 chance of risk. Therefore, transparency mechanisms that provide people with more information are crucial, as they reduce opacity and increase the feeling of control.

VIEWS ABOUT THE OECD’S ROLE

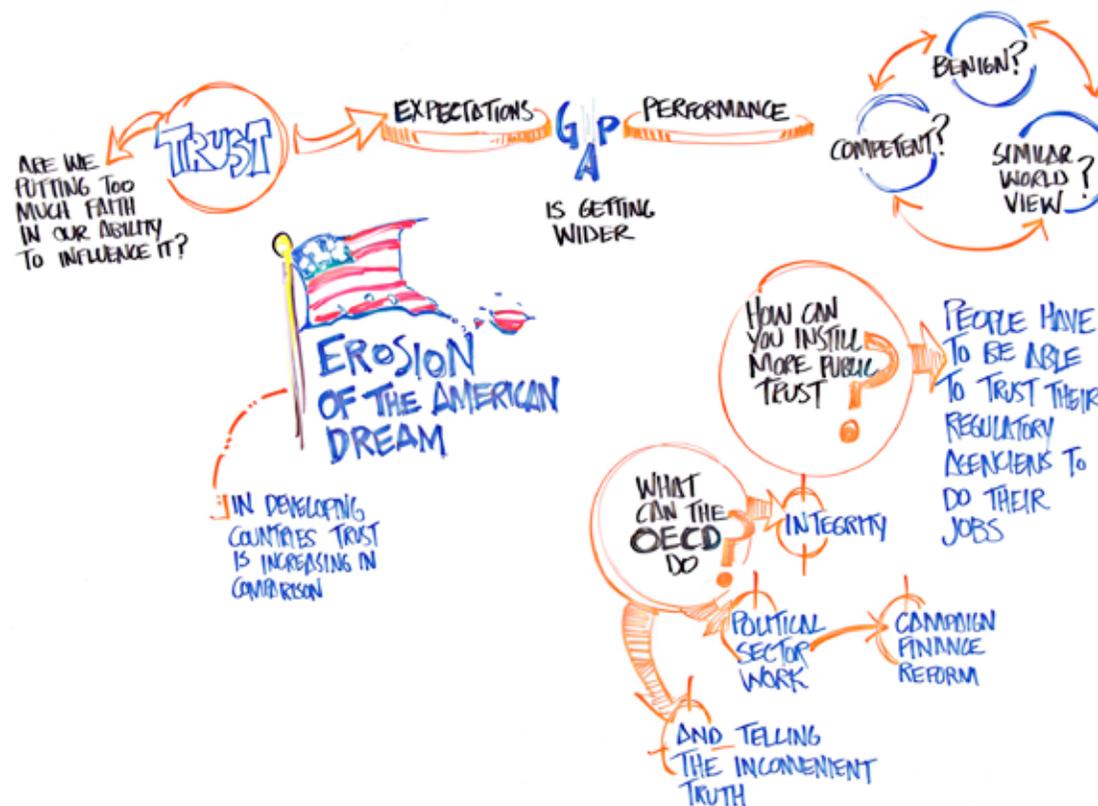
* We can think about trust in many ways, but what can we do? What can the OECD do? How can this organisation bring this conversation forward?

* We can’t just trust, we need a basis of facts. The OECD

should help all of us by continuing to hold us to account, provide data and challenge us on this basis.

* Should the OECD move into the domain of looking at the effectiveness of democratic processes in delivering for citizens?

* The OECD has arguably been one of the few - if not the only - big international body not to be driven by the lowest common denominator of its member states.



Until now, the OECD has been able to tackle issues that none of its member states were actually willing to tackle. You, as the OECD, should continue to pick your battles carefully, keeping in mind that not only civil society, but also governments around the world can lead change. We should stop thinking of governments as homogeneous. In all governments there are very progressive elements that need bodies like the OECD to represent them and to take on the more challenging issues.

* What can the OECD do? It cannot force any member state to do something, but trying to lead member states by example and exemplifying best practices might be persuasive enough. But I think that the OECD must also share stories that do not instigate competition but communicate what has truly happened during the crisis. I think that the 2006 Iceland story concerning their deregulated financial sector is an important example which the OECD should highlight.







Carolyn Ervin

Director - Directorate for Financial and Enterprise Affairs, OECD

We had quite a bit of discussion about trust - I would like to summarise this exciting and magic conversation in a few points:

1. Trust does not seem to be absolute. It can be optimal. It seems to allow for some risk and there are some cultural dimensions to it. It may also be dependent on social processes. Another way to think about trust is: on the one side, you have the citizen's expectations of institutions acting responsibly, and on the other side, you have these institutions (both private and public) choosing how to manage these expectations.

2. Distance seems to have a lot of impact on trust. If you think about SMEs and their continuously strong trust relationship with citizens, we might agree that it is because they are small and accessible. Some of us argued for the decentralisation of governments (think about the educational system), but then there was a worry about equality of treatment. We also spoke about homogeneity in the population, perhaps promoted by education. So, distance seems to be a very important topic – if we can reduce it, we may improve trust.

3. Transparency is perhaps another way to think about distance and trust. People want to know that there are no hidden influences or activities behind the organisations they engage with.



4. Verification and control is another very important factor. Government has a lot of responsibility for it, but there are a lot of other institutions that can help bolster public confidence.

5. It seemed to me that a lot of people were pointing to the responsibility of citizens, consumers, parents, and students. I thought the Icelandic example was very relevant to showcase this responsibility. We do indeed need to get knowledge and critical thinking.

6. At the same time, these people need to act and demonstrate their core values through the act of voting,

through the choice of products they buy, and through social activism and social media.

7. I was a bit sceptical about the role of education but, as the conversation was very lively, it seemed to be a big element of distrust, and yet a huge investment of hope that this can be a big part of the solution. And I was also intrigued by the reference to the “shrinking/growing pie” because we see a lot of societies where there is a tremendous amount of education but, in the end, this does not necessarily translate into a better life.

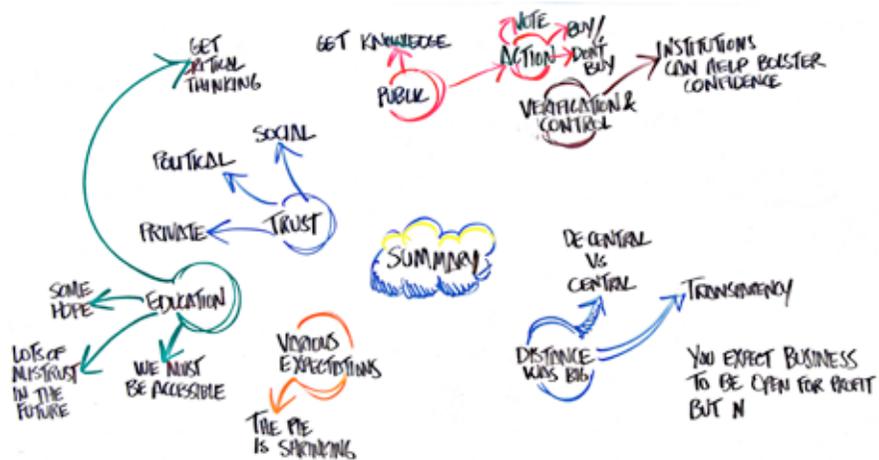
8. Finally, it seems to me that the OECD is always focused on governments, but it might be time to look at citizens, and to make ourselves more accessible to students, consumers, and voters. Maybe that is a place where we can make ourselves more valuable.



Anthony Gooch

One of you told me that you were grateful to the OECD as – through this IdeaFactory - we actually placed our trust in participants. I hadn't thought about it that way. I think it is the other way around, because you have placed your trust in us by participating so actively.

Thank you very much indeed for your time, ideas and for your energy.



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Dymaxion Projection Animation

This is an animation illustrating Buckminster Fuller's Dymaxion Map Projection of Earth. Basically, Fuller started with the data for the spherical Earth surface. He projected the data from the sphere onto an icosahedron – the twenty-sided Platonic solid – and then unfolded that icosahedron out flat.

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