



Investigating the Dynamics of Trust Surrounding Marine Resource Management in Maunaloa Bay, O'ahu

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“Trust is built in drops, and lost in buckets”

- Kevin Plank

“The [most important aspect] of trust is the perceived trustworthiness of the organization, which is evaluated [on]: ability, benevolence and integrity”

- Schnackenberg & Tomlinson 2014

The Importance of Trust



Trust is critical in the construction of **long lasting, successful** marine conservation **initiatives**¹. It is an key driver of **collaboration, conflict resolution, and enhanced group performance**^{2,3}. Trust held by community members for natural resource agencies has proven to **increase public approval of management decisions** and minimize resistance to planning efforts^{4,5,6}.

1: Ordoñez-Gauger et al., 2018; 2: Fulmer and Gelfand 2012; 3: Ostrom 2003; 4: Cvetkovich and Winter 2003; 5: Lachapelle and McCool 2012; 6: Vaske et al. 2007

Research Objectives

1. Understand **Trust Gaps** - **Who** They Exist Between
2. Understand **What Trust Types** Exist
3. **Uncover Opportunities** to **Address** Types of Distrust



Methods



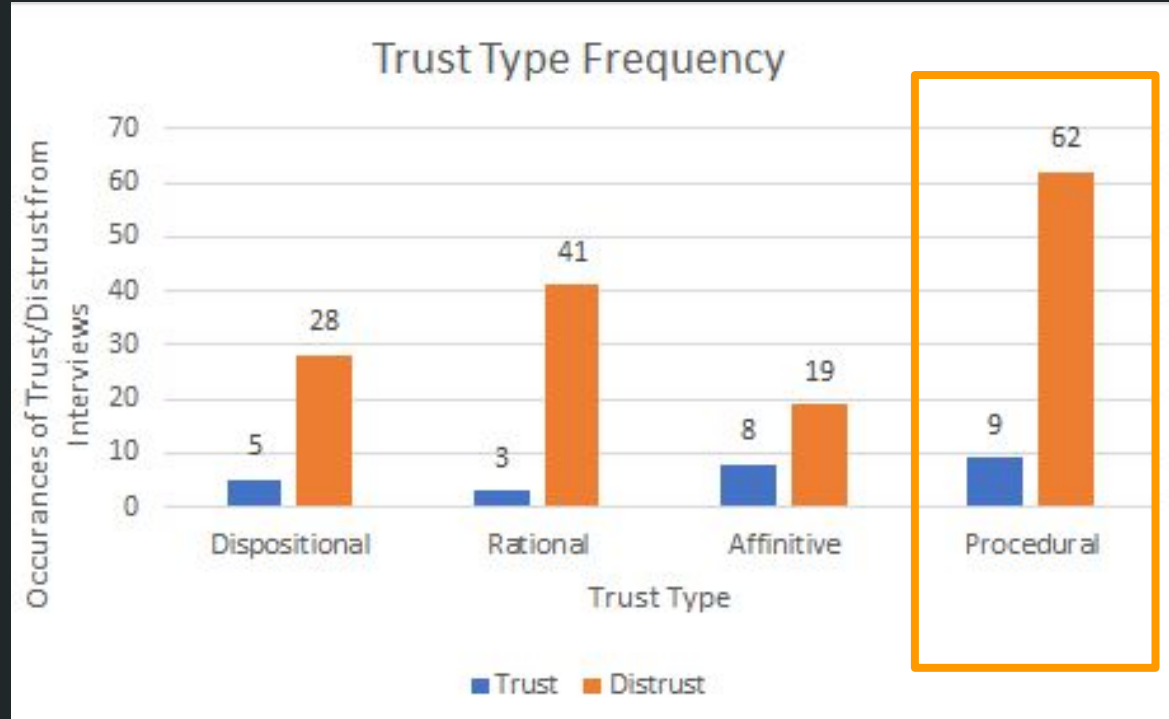
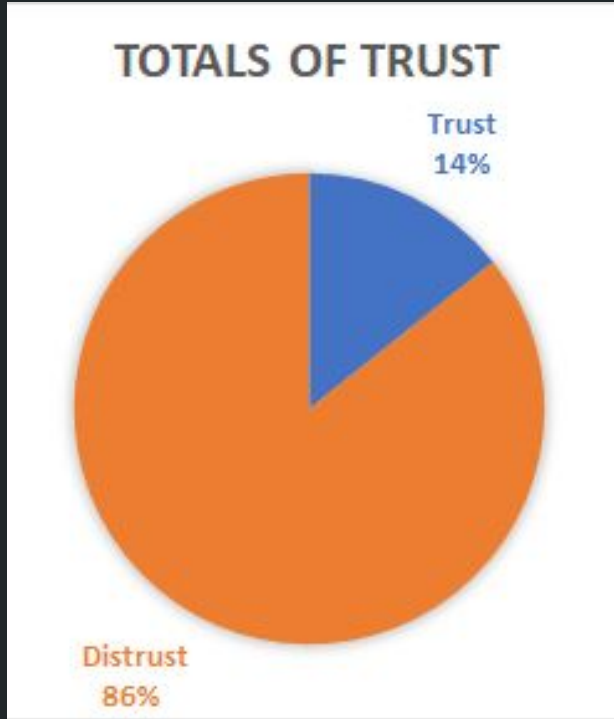
Semi-Structured Interviews with Key Stakeholders

- Based on 6 interviews
 - NGO's - Federal Agencies - Fisher Groups - State Agency - Collaborative Working Groups
- Questions about Landscape of Trust in MB
- Coding of Transcriptions
 - Trust or Distrust and Type
- Matrix of Accounts of T/D & To/From Whom

Discourse Analysis

- NOAA MB Whale Sanctuary Expansion
- 31 Comments Coded by Trust/Distrust & Type
- Matrix of Accounts of T/D To/From Whom

Description of Trust in Maunalua Bay



RATIONAL

Definition: Trust based on one's past performance and assessment of outcomes

“My first feeling and interaction with them [was negative, and] has set my feeling; and I have seen their behavior continue”



PROCEDURAL

Definition: Trust in the way that things have been, or will be, done

“One clear change [to me] is the new board is very open and very proactive with engaging different groups, they are open to change.”

Recommendations from Interviews

Recommendations from Interviewees

1. Make goals transparent
2. Continue to do what works; inform when new projects begin
3. DOCARE should perform rotating observations



Recommendations from Coding

1. Employ local individuals
2. Include all relevant groups
3. Engage in collaboration
4. Communication Forums:
 - a. Facebook
 - b. Create a community board for posting events and news
 - c. Spread awareness through schools
 - d. Create a Maunaloa Bay Management Commission

Themes of Sanctuary Expansion Comments

In Support Of...

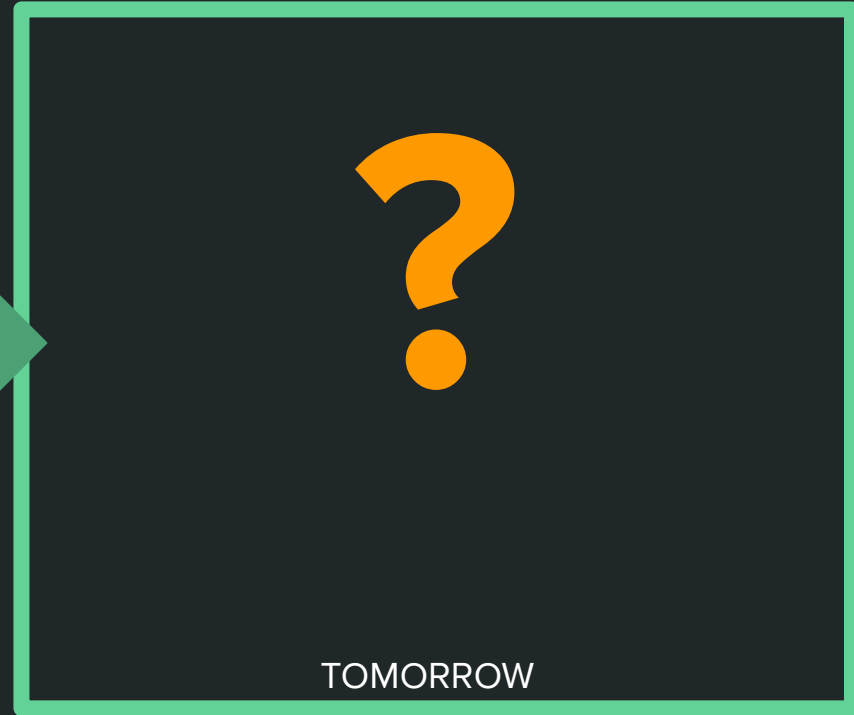
- 1) Increased funding for DLNR
- 2) Continued protection of whales
- 3) Ecosystem based management

Concerned About...

- 1) Federal regulations & co-management
- 2) Negative economic impacts
- 3) Impacts on recreation
- 4) Impacts on fishing
- 5) Access restrictions
- 6) The need, with increasing whale populations



Conclusions and Closing Remarks



An aerial photograph of a tropical coastline. In the foreground, there's a bay with clear, turquoise water showing a sandy bottom and some coral reefs. A town with buildings and roads is visible along the coast. Behind the town, there are brown, hilly mountains. The sky is blue with scattered white clouds. A thin green horizontal line is drawn across the middle of the image.

Mahalo!

Questions?

References

Trust Quote:

- 1) Schnackenberg, Andrew K., and Edward C. Tomlinson. "Organizational transparency: A new perspective on managing trust in organization-stakeholder relationships." *Journal of Management* 42, no. 7 (2016): 1784-1810.

On Importance of Trust:

- 2) Ordoñez-Gauger, L., Richmond, L., Hackett, S., & Chen, C. (2018). It's a trust thing: Assessing fishermen's perceptions of the California North Coast marine protected area network. *Ocean & Coastal Management*, 158, 144–153. <https://doi.org/10.1016/j.ocecoaman.2018.03.034>
- 3) Ostrom, E. 2003. Toward a behavioral theory linking trust, reciprocity, and reputation. In *Trust and reciprocity*, ed. E. Ostrom and J. Walker, 19–79. New York: Russell Sage Foundation.
- 4) Fulmer, A. C., and M. J. Gelfand. 2012. At what level (and in whom) we trust: Trust across multiple organizational levels. *J. Manage.* 38(4):1167–1230.
- 5) Cvetkovich, G., and P. Winter. 2003. Trust and social representations of threatened and endangered species. *Environ. Behav.* 35(2):286–307.
- 6) Lachapelle, P. R., and S. F. McCool. 2012. The role of trust in community wildland fire protection planning. *Society Nat. Resources* 25:321–335.
- 7) Vaske, J. J., J. Absher, and A. Bright. 2007. Salient value similarity, social trust, and attitudes towards wildland fire management strategies. *Hum. Ecol. Rev.* 14(2):223–232.

NOAA Whale Sanctuary:

- 8) NOAA Federal Register, Vol. 81, No. 49 . Monday, March 14, 2016. Proposed Rules

On Trust Framework:

- 9) Stern, M. J., & Coleman, K. J. (2014). The Multidimensionality of Trust: Applications in Collaborative Natural Resource Management. *Society & Natural Resources*, 28(2), 117–132. <https://doi.org/10.1080/08941920.2014.945062>

Trust Type	Definition	Opportunity for Future Engagement
Dispositional	Tendency or predisposition to trust or distrust another. This can be based on history, cultural norms and contextual cues.	Holding “safe meetings” where an outsider facilitates people by removing their professional contexts when beginning the conversation concerning resource management. In this meeting, people are free to express concerns without representing an organization
Rational	Trust based on the utility of the perceived outcome, assessment based on prior performance	In the context of past interactions, one cannot expect to bridge this type trust in a professional capacity, but as an individual who will prove themselves over time then serve to vouch for and bridge the distrusted organization.
Affinitive	Trust from emotions and judgements based on assessments of the qualities of the trustee, perceived shared values & experiences	Using Auntie Pua’s <i>Guts on The Table Exercise</i> , the story of your gifts (skills): Share what your gift is rather than your skills, degrees, or titles. This is meant to enable the wonderment of what family, organizations, or community would be like if it was gift-based rather than skill-based.
Procedural	Trust from perceptions of legitimate, transparent, and/or binding procedures the procedures that potential trustor has	Promote transparency while being accountable for procedures and decision making processes undergone concerning Maunalua Bay. Do your best to engage all stakeholders.