

Zaupanje

v slovenski management

Dejan Vercič, Zenel Batagelj, Marijeta Tič Vesel in Katja Kerk

2009

CIP - Kataložni zapis o publikaciji
Narodna in univerzitetna knjižnica, Ljubljana

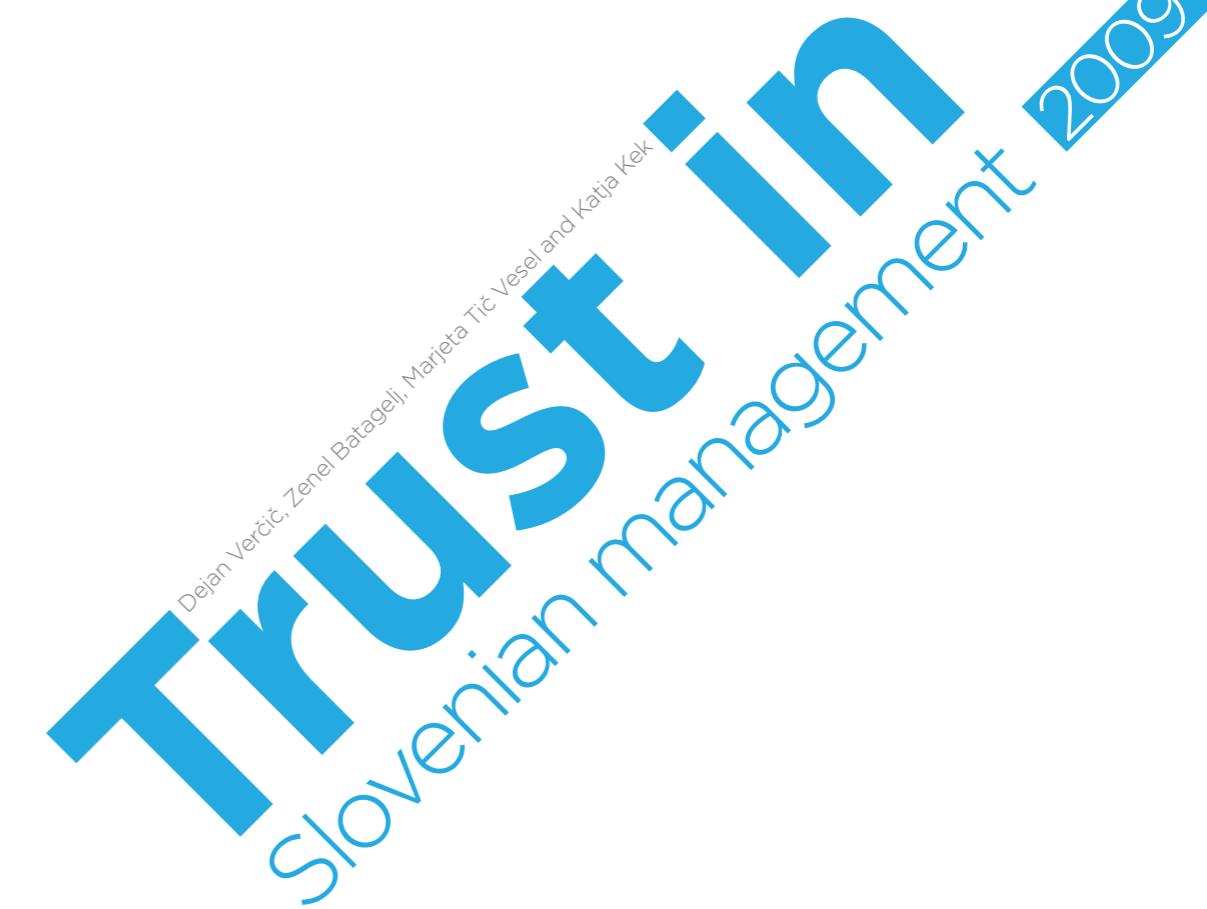
005(497.4)

ZAUPANJE v slovenski management 2009 / Dejan Verčič ... [et al.]
; [prevajalec Alkemist ; ilustrator Tina Dužič]. - 1. izd. -
Ljubljana : Pristop, 2009

ISBN 978-961-90484-6-7

1. Verčič, Dejan

247764480



UVODNO PRIZNANJE AVTORJEV INITIAL ACKNOWLEDGEMENT BY THE AUTHORS

Ko smo se lotili te raziskave, smo bili pod vtipom zadnje gospodarske krize in vladne zadrege prepričani, da bodo rezultati pokazali na slabo zaupanje zaposlenih v slovenski management. Bili smo v zmoti. Izследki, do katerih smo se dokopali, so dosti bolj zanimivi. Zaposleni v Sloveniji ne zaupajo managementu kot družbeni instituciji, v glavnem pa kar zaupajo managerjem podjetij, v katerih so sami zaposleni. To toliko bolj velja za javni sektor, za srednje velika storitvena podjetja, manj pa za velika in majhna proizvodna podjetja. Bolj zadovoljni so tudi zaposleni na višjih ravneh, najmanj pa tisti povsem na dnu. Na nekakšen anekdotičen način se je to potrdilo z zadnjima spontanima stawkama v Gorenju in Muri.

O čem vemo zdaj več, kot smo pred raziskavo? Vemo, da so kritična velika proizvodna podjetja, da so kritična mala proizvodna podjetja in da srednje velika storitvena podjetja stojijo bolje – povsem smiselno, saj so ta najbolj odvisna od zaupanja zaposlenih. Javni sektor se zdi managersko lažji, ocene zaposlenih so mlačnejše. Kaj nam to pove o prihodnosti? To, da imamo resne probleme v zasebnem sektorju: velika proizvodna podjetja se bodo še lomila, mala pa ne znajo navdušiti ljudi. Če hočemo postati zares bogata evropska družba, bomo morali več vlagati v komuniciranje in graditi zaupanje kot pomemben družbeni kapital.

When we started this research, we were convinced that, in light of the latest economic crisis and the government's difficulties, the results would show that employees have a low level of trust in Slovenian management. We were wrong. The obtained results are much more interesting. The employees in Slovenia do not trust management as a social institution but mainly do trust the managers of the companies for which they work. This applies especially to the public sector and to medium-sized service companies and less to the big and small manufacturing companies. The level of satisfaction is also higher with employees who hold higher positions and the lowest with employees at the bottom of the hierarchy. In an anecdotal way, this fact was also confirmed by the last spontaneous strikes at Gorenje and Mura.

What more do we know now than we did prior to conducting the research? We know that the critical points are the big and small manufacturing companies, while the medium-sized service companies are better off. All this makes sense, as these depend the most on the trust of their employees. The public sector seems to be easier for managers and the evaluations of employees are more indifferent. What does this tell us about the future? It tells us that we have serious problems in the private sector: large manufacturing companies will continue to break and the small do not know how to inspire people. If we wish to become a rich European society, we will have to invest more into communication and start building trust as an important social capital.

PREDGOVOR

PREFACE

Ali svojemu vodstvu zaupate?

Sonja Šmuc, izvršna direktorica Združenja Manager

Ali svojemu vodstvu zaupate? Da.

Kaj pa managerjem v drugih podjetjih? Ne.

Tako nekako bi lahko najbolj grobo strnili ugotovitve najnovejše raziskave o zaupanju v slovenski management. Tam, kjer ljudje od blizu vidijo, kako dela vodstvo, vidijo večinoma prave stvari, do zgodb, ki jih ne poznajo osebno, pa so nezaupljivi. Medijske zgodbe direktorjev, ki ne ravnajo v dobro družbe, slikajo podobo peščice, katere senca je očrnila ugled celotnega poklica. Biti manager danes je že skoraj politično nekorektno, in vendar gre za izjemno odgovoren in časten poklic, saj imajo direktorce in direktorji neposreden vpliv na življenje ljudi, s katerimi ustvarjajo podjetje. Tega se pravi managerji zelo dobro zadevedajo – in to so tisti, ki so jim zaupanje v raziskavi izkazali tudi vprašani.

Sicer pa je zaupanje že na splošno čedalje redkejša dobrina. Raziskava o spremenjanju vrednot Evropejcev je pokazala, da sta nam čedalje manj pomembna vljudnost in zaupanje, po drugi strani pa nam ne manjka samozaupanja. Povprečen Evropec je torej posameznik, ki ima dobro mnenje o sebi, medtem ko so vsi drugi slabi, zato mu ni treba izgubljati časa z razmišljanjem, kako bi kako zadevo povedal ali izpeljal vljudno. Ta vzorec se je preselil tudi v način komunikacije. V pogovor se vstopa kot na bojišče, na katerem lahko bolj ali manj pokončno ostane samo eden. Če želimo pretrgati ta vzorec in razmišljati razvojno, se bomo morali pogovarjati drugače. Bolj se bo treba poglobiti v potrebe, stiske in izzive drug drugega. Vendar pa solidarnost ne more ostati rezervirana samo za brezposlene in posameznike z minimalno plačo. Tudi intelektualni del družbe potrebuje razumevanje in spodbudo, da bi dal lahko najboljše, kar lahko da. Ker če ne da, nihče kaj prida ne bo imel.

Do you Trust your Management?

Sonja Šmuc, executive director of the Managers' Association of Slovenia

Do you trust your management? Yes.

Do you trust managers of other companies? No.

This could be a rough summary of the findings provided by the latest research into trust in Slovenian managers. When people can see how management works from up close, they see the right things, while they are suspicious of people and stories they do not know personally. Media stories of directors who don't work for the good of society show a picture of a handful of people whose acts have cast a shadow over the reputation of the entire profession. Today, being a manager is almost politically incorrect even though it is an exceptionally responsible and honorary profession, as managers have a direct influence on the lives of people with whom they are creating the company. True managers are well aware of that fact and these are the managers who people partaking in our survey trust.

Trust is generally becoming a rare commodity. A study of changing values in Europe has shown that politeness and trust are losing importance, in part because of our abundance of self-confidence. The average European thinks well of himself and badly of others, so he does not need to waste time deliberating on how to say or do something politely. This pattern has moved over to our way of communicating. We begin conversations as though we were stepping onto a battlefield where only one will remain standing tall. If we hope to break this pattern and think in terms of development, we need to converse differently. We need to think more about the needs, distresses and challenges of the other person. Solidarity should not apply only to the unemployed and those on minimal salaries. The intellectual people of society need to be understood and motivated in order to give the best they can - because if they don't, no one will have much to speak of.



Uvod: o zaupanju

Zaupanje je morda najpomembnejša družbena dobrina. Je mazivo, ki omogoča, da odnosi med ljudmi in organizacijami tečejo gladko.¹ Če ne zaupamo, smo nezaupljivi in poskušamo partnerje nadzorovati, se zavarovati pred njihovim oportunizmom, ki bi jih lahko zapeljal v prevaro. Te stroške nadzora in (za)varovanja, ki jih lahko opazujemo od medosebnih do mednarodnih odnosov, so ekonomisti poimenovali 'transakcijski stroški'; kot take jih lahko same naredimo za blago in monetariziramo: zaupanje in transakcijski stroški so obratno sorazmerni – več enega pomeni manj drugega in obratno.²

V zadnjih desetih, dvajsetih letih so mnogi ugledni družboslovci predlagali zaupanje kot najpomembnejšo spremenljivko, ki jo je treba empirično opazovati.³ Tako organizacijski kot družbeni uspeh naj bi bila odvisna od dosežene ravni zaupanja.⁴ Zamisel o tem se je sicer pojavila že v zgodnji sociologiji v začetku dvajsetega stoletja, ekonomisti pa so jo operacionalizirali šele po drugi svetovni vojni.⁵

Zaupanje je pomembno za osebno srečo. Brez zaupanja vase in svoje bližnje se otroci ne razvijejo v zdrave osebe.⁶ Brez tega 'temeljnega zaupanja', ki izhaja iz medosebnih odnosov, tudi zdrave družbe ne more biti.⁷ Zaupanje je mehanizem, ki nam pomaga poenostavljati odločanje

Introduction: About Trust

Trust is probably the most important social good. It is a lubricant enabling the smooth functioning of relations among people and organisations¹. If we lack trust, we become mistrustful and try to control partners and protect ourselves from their opportunism, which might lead them to deception. Economists call these the costs of control and protection, which can be noticed in interpersonal and international relations and transaction costs. As such, we can turn them into commodities and monetise them: trust and transaction costs are inversely related – more of one means less of the other and vice versa.²

In the last ten or twenty years, numerous renowned social scientists proposed trust as the most important variable that needs to be empirically observed.³ The success of an organisation and of the society is supposed to depend on the achieved level of trust.⁴ This idea evolved in the early years of sociology at the beginning of the twentieth century, while economists did not operationalise it until after the Second World War.⁵

Trust is important for personal happiness. Without trust in themselves and in their loved ones, children do not grow up to become healthy adults.⁶ Without this fundamental trust, which has its origin in interpersonal relations, there cannot be a healthy society.⁷ Trust is a mechanism that can help simplify decision-making in

v razmerah negotovosti, ta pa v sodobni družbi narašča.⁸

Prav zato so znanstveniki po vsem svetu začeli meriti stopnje zaupanja od osebne do mednarodne ravni. Najpomembnejša tovrstna meritve za managerje (*Edelman Trust Barometer*) letos slavi desetletnico (<http://www.edelman.com/trust/2009/>). Po njegovi zadnji meritvi v Sloveniji po zaupanju v management sodimo v zlato sredino, med Kanado in Italijo. Vendar nam pogled na graf pokaže, da so vse države, ki so po zaupanju v management pred nami, gospodarsko tudi bolj razvite od nas, medtem ko je večina tistih, v katerih v management zaupajo manj kot pri nas, manj razvita (z nekaj izjemami). **Graf 1 - stran 8**

Zanimivo je videti, da na Edelmanovem barometru Slovenci farmacevtskim podjetjem zaupamo enako kot Američani, manj energetskim podjetjem in zavarovalnicam, bistveno manj tehnološkim podjetjem (!) in trgovcem, bolj kot oni pa zaupamo bankam in medijem. K slednjemu se bomo še enkrat vrnili. **Graf 2 - stran 9**

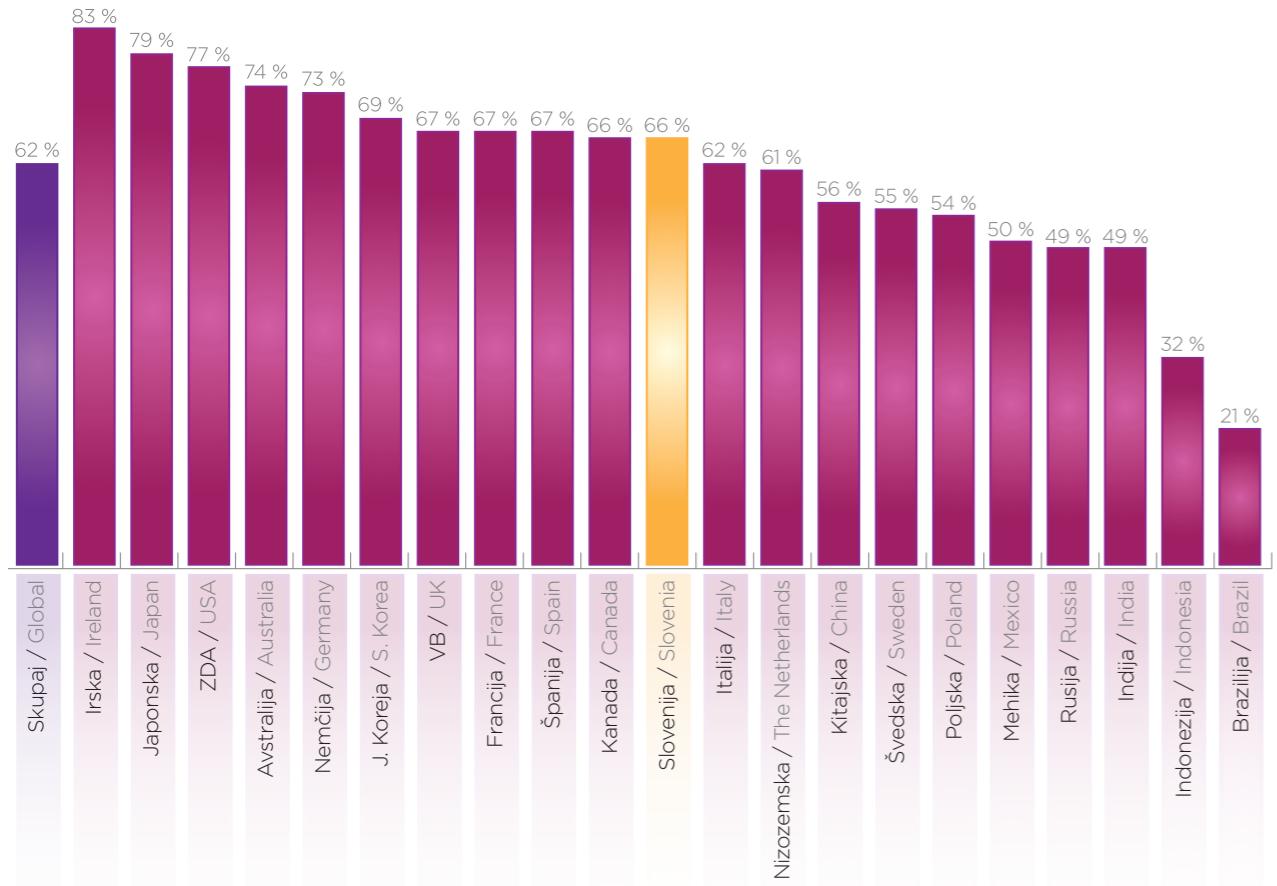
conditions of uncertainty that are growing in modern society.⁸

This is why scientists across the globe began measuring levels of trust – from interpersonal to international. This year, the most important of such measurements for managers (*The Edelman Trust Barometer*) is celebrating its tenth anniversary (<http://www.edelman.com/trust/2009/>). According to the latest Edelman Barometer, Slovenian trust in management is somewhere in the golden mean between Canada and Italy. However, Figure 1 shows that all countries that ranked better than Slovenia in trust in management are also more economically developed, while the majority of countries that scored a lower trust in management than Slovenia are less developed (with a few exceptions).

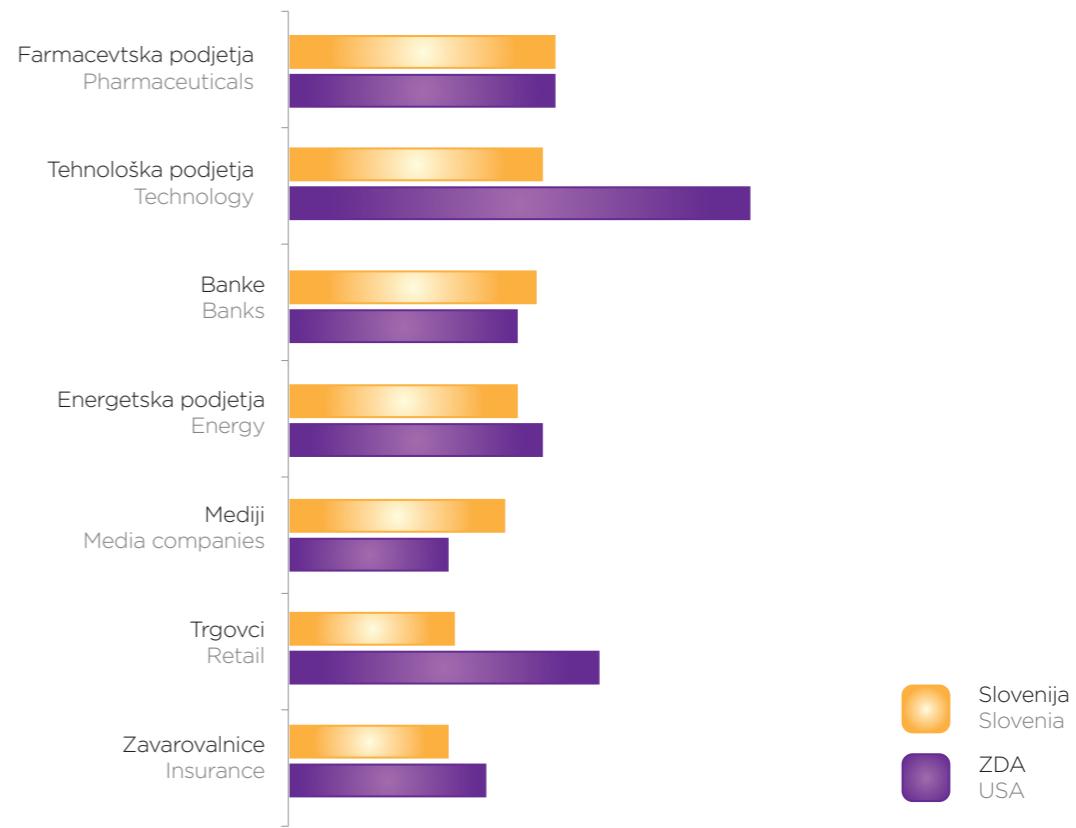
Figure 1 - page 8

It is interesting to see that, making comparisons using the Edelman Barometer, the trust level of Slovenians is the same as that of the Americans with regard to trust in pharmaceutical companies; a little less trust is evident in the energy and insurance sector and substantially less in the technology (!) and retail sectors. The Slovenian trust level, however, is higher for banks and media companies. We shall address this issue at a later time. **Figure 2 - page 9**

Graf 1: Zaupanje v management, Edelman Trust Barometer⁹, 2009 /
Figure 1: Trust in management, Edelman Trust Barometer⁹, 2009



Graf 2: Zaupanje v management (SLO vs. ZDA), Edelman Trust Barometer⁹, 2009 /
Figure 2: Trust in management (SLO vs. USA), Edelman Trust Barometer⁹, 2009





Koliko zaposleni v Sloveniji zaupamo managementu?

Poznavajoč rezultate Edelmanovih raziskav, gleđajoč porazno hitro padanje zaupanja v vlado ob njeni prvi obletnici in spremljajoč samonikle delavske proteste, ki so ob zaključku našega empiričnega dela prerasli v prvi veliki zapori velikih tovarn pri nas (najprej Gorenja in nato še Mure), smo z združenimi močmi Pristopa, družbe za komunikacijski management, Valicona, raziskovalne družbe, in Združenja Manager, stanovskega združenja, pristopili k podrobnejšemu pregledu stanja zaupanja v slovenski management jeseni 2009.

Raziskava je bila s pomočjo telefonske ankete izvedena v obdobju med 25. 8. in 14. 9. 2009 na reprezentativnem vzorcu 2242 anketiranih. Med anketiranimi je bilo 749 za raziskavo relevantnih oseb, ki so zaposlene v organizacijah s 30 ali več zaposlenimi (gre za organizacije, kjer se že oblikuje vodstvo) in niso v vodstvu organizacije. Upoštevali smo organizacije tako iz javnega kot iz zasebnega sektorja.

Vprašalnik je imel tri sklope:

1. trditve o tem, kakšen odnos imajo zaposleni do vodstva organizacije, v kateri so zaposleni; gre za elemente, ki vodijo k zaupanju;
2. subjektivno oceno zaupanja v vodstvo organizacije, v kateri so zaposleni;

How much do Slovenian employees trust their management?

In light of the results provided by the Edelman research, the devastatingly quick drop of trust in our government upon its first year anniversary and watching the spontaneous protests that grew into the first two bigger blockades of larger factories in Slovenia (first Gorenje and later Mura) at the time when our empirical portion was being concluded, the joint endeavours of Pristop communication management company, Valicon research company and the Managers' Association of Slovenia led to a more detailed analysis of trust in Slovenian management in autumn 2009.

The research was conducted by means of a telephone survey from 25 August to 14 September 2009 and it included a representative sample of 2,242 individuals. Among those polled, there were 749 individuals who were relevant to the research: employed at an organisation with 30 or more employees (these are organisations in which management is already formed) and who are not members of management. The term organisation covers both the public and the private sectors.

The questionnaire consisted of three sets of questions:

1. statements on the employees' attitude towards the management of the organisation in which they work; elements leading to trust;
2. a subjective evaluation of the level of trust in

3. zaupanje v vodstva slovenskih podjetij na splošno z zaupanjem v še nekatere druge za tematiko relevantne institucije (politika, sindikati, novinarji).

Na podlagi teh vprašanj smo oblikovali indeks zaupanja, ki zavzema vrednosti od 0 do 100; 0 pomeni, da zaupanja sploh ni, 100 pa, da je zaupanje popolno. Indeks je sestavljen iz dveh delov – polovico prinaša subjektivna ocena zaupanja, polovico pa seštevek elementov, s katerimi smo merili odnos do vodstva organizacije. Merjeni elementi sicer visoko korelirajo z zaupanjem v vodstvo, dodatne analize pa tudi kažejo, da elementi merijo eno dimenzijo, zato je oblikovanje tovrstnega indeksa še toliko bolj smiselno.

Vrednost indeksa za leto 2009 je 58,7 – gre seveda za vrednost, ki si jo bomo zapomnili do naslednje meritve. Za potrebe sedanjih analiz smo anketirane glede na njihov indeks zaupanja razdelili v štiri razrede: tiste, ki imajo vrednosti indeksa od 0 do 25 in od 25 do 50, oboji so torej pod polovico indeksa, ter tiste med 50 in 75 in nad 75. Vrednosti indeksa po razredih so prikazane po nekaterih skupinah anketiranih, oblikovanih glede na položaj v podjetju, sektor, v katerem delujejo, in velikost organizacije.

- the management of the organisation in which they work;
3. trust in the management of Slovenian companies in general and trust in other relevant institutions (politics, trade unions, journalists).

On the basis of these questions, we formed a Trust Index with values from 0 to 100 – 0 meaning that there is no trust and 100, that trust is perfect. The index consists of two parts – one half is contributed by the subjective evaluation of trust and one half by the sum of elements that we used to measure the attitude towards the organisation's management. The measured elements have a high correlation with trust in management and additional analyses have shown that these elements measure one dimension, which means that the formation of such an index is even more significant.

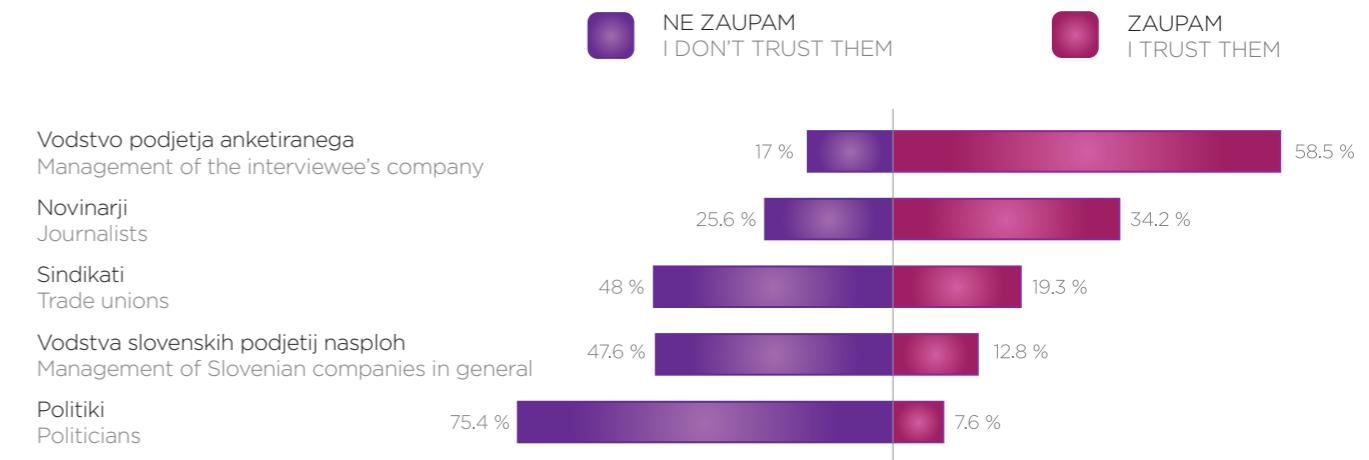
The index value for 2009 is 58.7 and this is a value to be remembered until the next measurement. For the needs of current analyses, the interviewees were divided into four groups with regard to their Trust Index (from 0 to 25 and from 25 to 50 – both below one half of the index and from 50 to 75 and above 75). Index values are displayed according to individual groups of the interviewees with regard to their position in the company, the sector in which they operate and the size of the organisation.



Najprej si poglejmo ravni zaupanja v nekatere institucije. Slovenci najmanj zaupamo politikom in managementu slovenskih podjetij nasploh, visoka je stopnja nezaupanja v sindikate. Zaupanje je nadpovprečno v novinarje in konkretna vodstva anketiranih.

Let us first look at the level of trust in individual institutions. Slovenians have the lowest level of trust in politicians and management of Slovenian companies in general, with a high level of distrust in trade unions. Trust recorded above average values when it came to journalists and the management under which the interviewees were employed.

Graf 3: Zaupanje v institucije / Figure 3: Trust in institutions



Kaj to pomeni? Managementu v Sloveniji ne zaupamo (konec koncev v živo spremljamo nadaljevanko o vzponu in padcu slovenskih tajkunov, od Igorja Bavčarja z Istrabenzom preko Boška Šrota s Pivovarno Laško do bomo še videli koga). Zaupamo pa novinarjem. Ti imajo lahko delo pri obdelavi managerjev, ki so po mnenju zaposlenih v Sloveniji legitimne tarče novinarskih obravnav. Med besedama novinarja in managerja zaposleni pogosteje verjamejo novinarju.

Koliko zaposleni v Sloveniji zaupamo svojim managerjem?

Zaposleni v Sloveniji v glavnem ne zaupamo managementu kot družbeni instituciji, kar pa ne pomeni, da ne zaupamo svojim šefom, direktorjem, managerjem. *Graf 4 - stran 18*

Na zaupanje sicer najbolj značilno vpliva dejavnost podjetja. Zaposleni v javnem sektorju imajo popolnoma drugačen vzorec zaupanja v svoje vodstvo kot ostali. Zanje je značilno, da so glede na indeks zaupanja nekje vmes – 95 % jih ima vrednost indeksa med 25 in 75. Pri ostalih pride tudi do ekstremnih vrednosti.

What does this mean? We do not trust management in Slovenia (after all, we have live coverage of the series on the rise and fall of Slovenian tycoons from Igor Bavčar with Istrabenz to Boško Šrot with Pivovarna Laško and who knows who else we will see). We do, however, trust journalists. Journalists have an easy job when dealing with managers: Slovenian employees see the latter as legitimate targets of media coverage. When it comes to choosing between the words of a journalist and the words of a manager, Slovenian employees tend to believe the journalist.

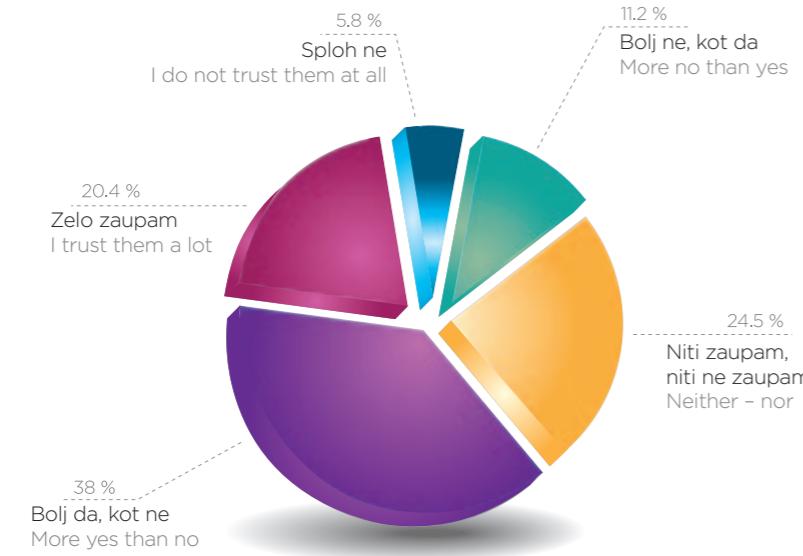
How much do Slovenian employees trust their managers?

In general, employees in Slovenia do not trust management as a social institution, which, however, does not mean that we do not trust our bosses, directors and managers. *Figure 4 - page 18*

The most influential factor for trust is the company's activity. Those employed in the public sector display a completely different sample of trust in their management than the others. For these employees, it is characteristic that their index ranks them somewhere in the middle – 95 % have an index value between 25 and 75. With the others, there are also extreme values.



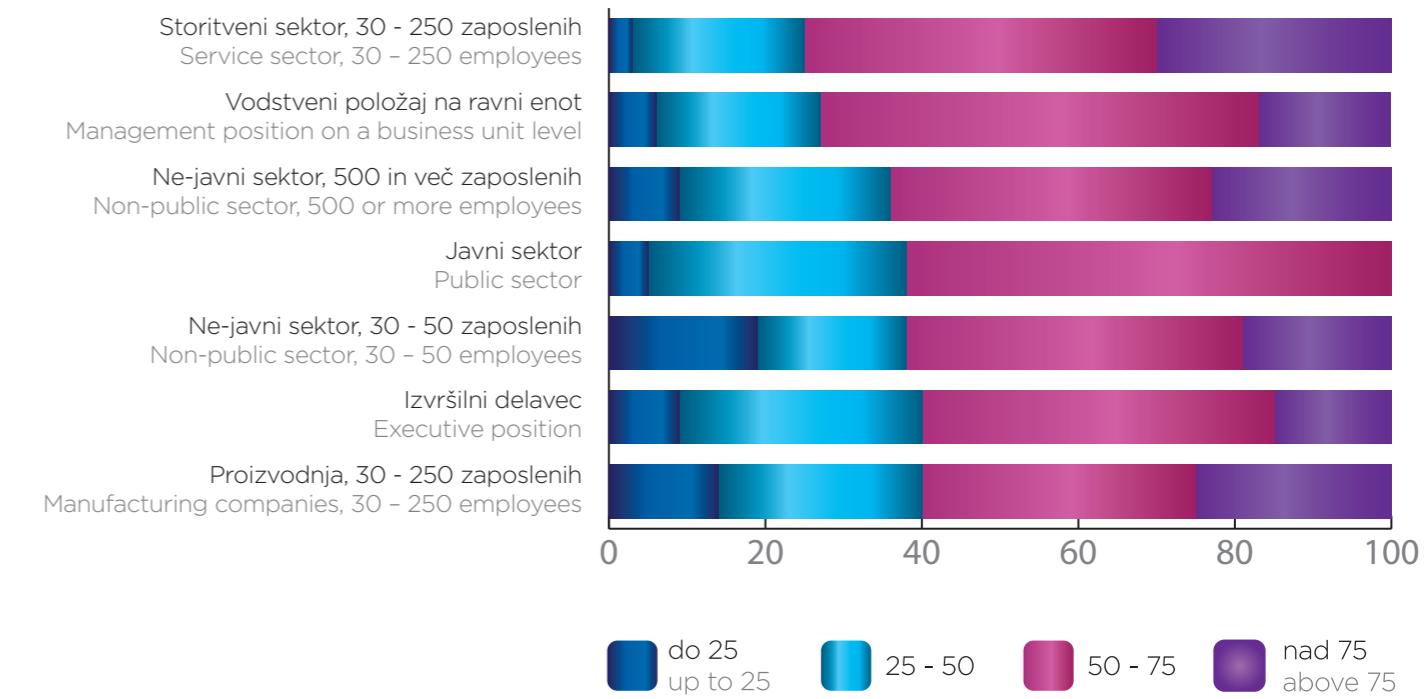
Graf 4: Splošno gledano, v kolikšni meri zaupate vašemu vodstvu /
Figure 4: What is your overall trust in your management?



Najbolj v svoja vodstva zaupajo zaposleni v podjetjih s 30 do 250 zaposlenimi v storitvenem sektorju – med njimi jih ima dve tretjini indeks zaupanja višji od 50, takih, ki imajo indeks zaupanja pod 25, je med njimi zanemarljivo malo. Najbolj kritični pa so zaposleni, ki ne prihajajo iz javnega sektorja, so iz velikih podjetij in srednje velikih proizvodnih podjetij – in zanimivo, tudi teh s 30 do 50 zaposlenimi.

The highest level of trust in management is displayed by those employed at companies with 30 to 250 employees in the service sector – 2/3 have a trust index of above 50 and the number of those with a trust index below 25 is negligibly small. The most critical are the employees who are not from the public sector, who come from big companies, medium-sized manufacturing companies and, interestingly enough, also from companies with 30 to 50 employees.

Graf 5: Porazdelitev indeksa zaupanja po nekaterih skupinah zaposlenih /
Figure 5: Index distribution according to individual groups of employees



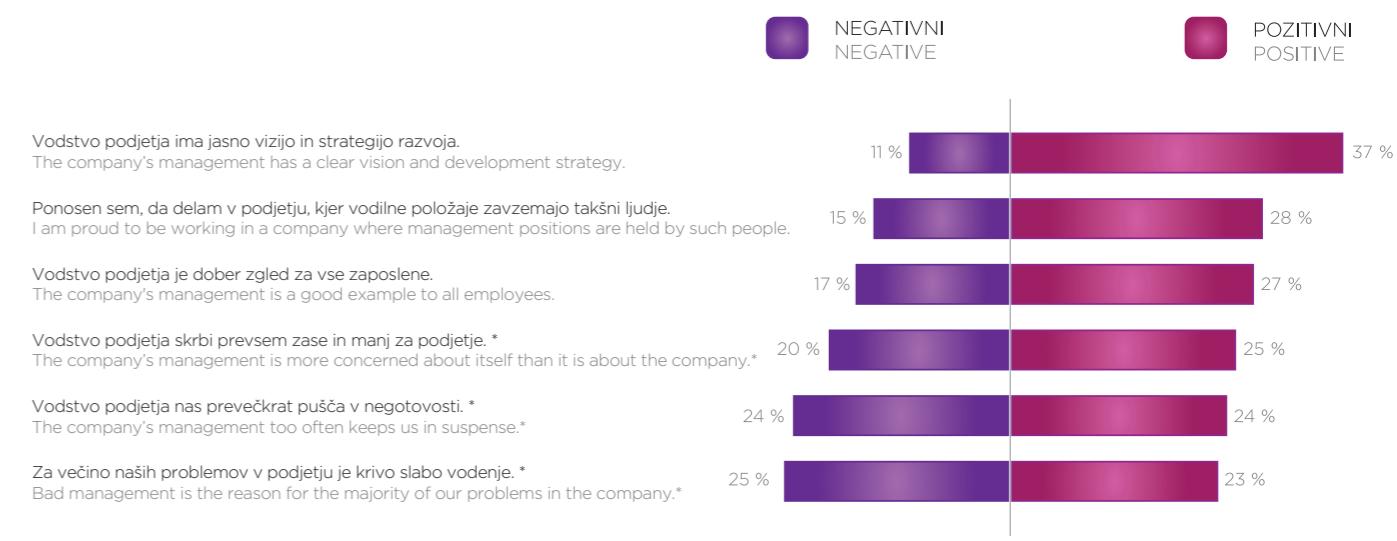
Naslanjajoč se na Barberja, ki je predlagal merila za ocenjevanje vrednosti zaupanja v dano osebo ali institucijo kot **kompetenco** (zmožnost, da drugi kaj naredi ali ne), **voljo** (pripravljenost in željo, da drugi kaj naredi ali ne) in **moralo** (zmožnost in pripravljenost ter željo, da drugi kaj naredi ali ne v skladu z družbenimi normami in pričakovanji),¹⁰ smo pogledali v sestavine zaupanja v management v slovenskih organizacijah. Najprej lahko vidimo to, da je zaupanje v management konkretnih organizacij zelo medlo in da temelji na abstraktnih in čustvenih temeljih. Na neki način bi tvegali reči, da je zaupanje v konkretna vodstva ocenjevanih organizacij izraz globokega korporativizma, želje po pripadanju skupini, ki je tako lastna slovenskemu narodnemu karakterju in ki se izraža v slovenski politični misli na celiem razponu od desnice (Janez Evangelist Krek) do levice (Edvard Kardelj). **Graf 6 - stran 21**

Položaj osebe v podjetju sicer ne vpliva značilno na zaupanje, pa vendar lahko opazimo trend, da zaposleni na izvršilnih mestih manj zaupajo v vodstva – med zaposlenimi na višjih mestih je 27 % takih, ki imajo indeks zaupanja pod 50 %, med izvršilnimi delavci (delavci brez podrejenih) pa je takih 40 %.

Barber proposed the following criteria for measuring the value of trust in a person or an institution: **competence** (the ability to do something or not), **will** (the willingness and desire to do something or not) and **morals** (the ability, willingness and desire to do something or not)¹⁰. We researched all ingredients of trust in management of Slovenian organisations and the first thing that became evident was that trust in management in concrete organisations is very weak and is based on abstract and emotional foundations. In a way, we might dare to say that trust in individual management of the evaluated organisations is the expression of a deep corporatism, a wish to belong to a group, which is inherent to the Slovenian national character and which can be seen in Slovenian political discourse from the right (Janez Evangelist Krek) to the left (Edvard Kardelj) wing. **Figure 6 - stran 21**

The individual's position in the company did not have a substantial influence on trust, but we can notice a trend of executives expressing a lower level of trust in their management – among those employed in higher positions, there are 27% whose trust index is below 50 and, among executives (workers without subordinates), this number stands at 40%.

Graf 6: Zadovoljstvo po kategorijah / Figure 6: Trust by categories



* Obrnjene trditve.
* Inverse statements



Zaključek

Kaj zdaj? Sodimo, da bo zaposlene spet treba potegniti v življenje vseh vrst organizacij in da zato delavsko predstavnštvo in sindikalizem ne zadoščata. Upravljanje zaupanja zaposlenih je enako pomembna naloga vsakega managerja, kot je upravljanje zaupanja vlagateljev, kupcev in potrošnikov.

Slovenci že kot narod nismo najboljši komunikatorji in naši managerji ne morejo biti bistveno boljši od okolja, iz katerega prihajajo. Toda če družba in izobraževalni sistem nista naklonjena razvijanju komunikacijskih znanj in veščin, to še ne pomeni, da se managerji, ki bi radi bili najboljši, ne morejo v tem posebej izuriti. Saj je konec končev smisel upravljanja komuniciranja prav 'pridobivanje zaupanja'.¹¹

Letos smo izmerili, kje smo. Prihodnje leto bomo primerjali, kam gremo.

Conclusion

What now? We believe that employees need to again be included in the life of all types of organisations and workers' representatives and trade unionism are not enough. For each manager, managing the trust of their employees is equally important as managing the trust of investors, buyers and consumers.

As a nation, Slovanes are not the best in communication and our managers cannot be much better than the environment from which they come. However, if the company and the education system are not inclined towards developing communication skills, this does not mean that managers who wish to be the best cannot learn these skills. After all, the true meaning of managing communications is to gain trust.¹¹

This year, we measured where we are. Next year, we will compare where we are going.

Reference in komentarji / References and comments

- ¹ Arrow, K. J. (1974). *The limits of organization*. New York, W. W. Norton & Company. Reve, T. (1990). The firm as a nexus of internal and external contracts. *The firm as a nexus of treaties*. M. Aoki, B. Gustafsson and O. E. Williamson. London, Sage: 133-161.
- ² Dasgupta, P. (1988). Trust as a commodity. *Trust: making and breaking cooperative relations*. D. Gambetta. New York, Basel Blackwell: 49-72. Williamson, O. E. (1979). "Transaction-cost economics: the governance of contractual relations." *Journal of law and economics* 22(2): 233-261.
- ³ Tehnično je zaupanje sicer konstrukt in ne spremenljivka, saj ga ne moremo neposredno opazovati in meriti, a ta razlika med hipotetičnim konstruktom in spremenljivko za to razpravo ni pomembna. / Technically speaking, trust is a construct and not a variable, as we cannot monitor and measure it directly. This difference between a hypothetical construct and a variable is, however, not important for this discussion.
- ⁴ Whitney, J. O. (1996). *The economics of trust: liberating profits & restoring corporate vitality*. New York, McGraw-Hill. Fukuyama, F. (1995). *Trust: the social virtues and the creation of prosperity*. London, Hamish Hamilton.
- ⁵ Durkheim, E. (1957). *Professional ethics and civic morals*. London, Routledge & Kegan Paul. Toennies, F. (1988). *Community and society*. New Brunswick, NJ, Transaction Books. Khalil, E. L. (1994). Trust. *The Elgar companion to institutional and evolutionary economics*. G. M. Hodgson, W. J. Samuels and M. R. Tool. Hants, Edward Elgar. L-Z: 339-346. Reve, T. (1990). The firm as a nexus of internal and external contracts. *The firm as a nexus of treaties*. M. Aoki, B. Gustafsson and O. E. Williamson. London, Sage: 133-161. Williamson, O. E. (1979). "Transaction-cost economics: the governance of contractual relations." *Journal of law and economics* 22(2): 233-261.
- ⁶ Erikson, E. H. (1950/1995). *Childhood and society*. London, Vintage.
- ⁷ Giddens, A. (1990). *The consequence of modernity*. Oxford, Polity Press. Giddens, A. (1994). Living in a post-traditional society. *Reflexive modernization: politics, tradition and aesthetics in the modern social order*. U. Beck, A. Giddens and S. Lash. Cambridge, UK, Polity Press: 56-109. Giddens, A. (1994). Risk, trust, reflexivity. *Reflexive modernization: politics, tradition and aesthetics in the modern social order*. U. Beck, A. Giddens and S. Lash. Cambridge, UK, Polity Press: 184-197.
- ⁸ Luhmann, N. (1979). *Trust and power*. New York, John Wiley & Sons.
- ⁹ Edelman, R. (2009). *Edelman Trust Barometer*, [citirano 5. okt. 2009]. Dostopno na spletnem naslovu: www.edelman.com/trust/2009. / Edelman, R. (2009). *Edelman Trust Barometer*, [quoted Oct, 5th 2009]. Available on: www.edelman.com/trust/2009.
- ¹⁰ Barber, B. (1983). *The logic and limits of trust*. New Brunswick, NJ, Rutgers University Press.
- ¹¹ Davies, F. (1998). "Reputation, trust and communication management." *Journal of communication management* 3(2): 102-103.

PREDSTAVLJENJE PARTNERJEV

PRESENTATION OF PARTNERS

Pristop

Pristop je vodilno regionalno komunikacijsko in svetovalno podjetje, ki že osemnajst let dela za najpomembnejša lokalna in globalna podjetja, vladne, nevladne in mednarodne organizacije. Med jedrne storitve podjetja sodijo strateško svetovanje, načrtovanje, izvajanje in vrednotenje projektov na področjih odnosov z javnostmi in komunikacijskega managementa, oglaševanja, upravljanja dogodkov, medijskega načrtovanja in zakupa, novih medijev, trženskega upravljanja in poslovnega svetovanja, spremljanja in analize medijskih objav. Upravljamo odnose z zaposlenimi, kupci in potrošniki, mediji, finančnimi, poslovnimi, političnimi, upravnimi in vladnimi déležniki ter lokalnimi skupnostmi. Pristop je od leta 2005, ko se je povezal s sorodnim vodilnim hrvaškim komunikacijskim podjetjem Digitel komunikacije, organiziran kot strateška komunikacijska skupina. Konec junija 2009 sta Pristop in Digitel komunikacije ustanovila krovni DPG holding (Digitel Pristop Group), ki predstavlja nadgradnjo dosedanjega sodelovanja. Holding upravlja 27 podjetii, ki trenutno sestavljajo skupino. Na ta način je bila tudi formalno ustanovljena največja komunikacijsko-svetovalna skupina na območju med Dunajem in Atenami, ki zaposluje več kot 500 strokovnjakov in ustvarja promet, ki je v letu 2008 znašal okrog 100 mil. evrov. www.pristop.si

Pristop is the leading regional communications and consulting company that has provided services to the most important local and global companies, state, non-governmental and international organisations for more than eighteen years. Its core activities comprise strategic consulting, project planning, implementation and evaluation in the area of public relations and communications management, advertising, event management, media planning and buying, new media, marketing management, business consulting and monitoring and analysis of media publications. We manage relations with employees, customers and consumers, the media, financial, business, political, administrative and governmental participants and local communities. In 2005, Pristop linked with the Croatian communications company, Digitel komunikacije, creating a strategic communications group. At the end of June 2009, Pristop and Digitel founded DGP Holding (Digitel Pristop Group), presenting an upgrade of the present cooperation. The holding manages 27 companies that are currently part of the group. In this way, the largest communication and consulting group in the region between Vienna and Athens was formally established, employing over 500 experts and generating a turnover of about 100 million euros in 2008. www.pristop.si

Valicon

Valicon je hitro rastoča tržensko-svetovalna in raziskovalna družba, ki se osredotoča na JV Evropo. Smo največja tovrstna družba v Sloveniji. Specializirani smo za male trge in naročnikom prilagojene rešitve. Izstopamo po naprednih metodologijah in doseganju poglobljenega vpogleda v področje delovanja naših naročnikov. Naši uspehi temeljijo na partnerskih odnosih z naročniki, regionalnimi partnerji, zaposlenimi in lokalnimi skupnostmi. Naša osnovna dejavnost je svetovanje na podlagi trženskih raziskav. Naši temelji so torej v raziskovalni industriji, kjer imamo več kot 10 let izkušenj. Naša znanja in spretnosti pa segajo v discipline, kot so upravljanje znamk, svetovanje managementu, organizacijske raziskave, inovacije, mediji, napovedovanje trendov, spletnne strategije in CRM. Ta trženska in poslovna znanja nam omogočajo uporabo bogatih raziskovalnih uvidov za tržensko svetovanje naročnikom. Regionalne strategije prevajamo na lokalne trge in z naročniki tkemo dolgoročne partnerske odnose. Izstopamo po naprednih metodologijah, naše storitve pa dodajajo vrednost poslu in znamkam naših naročnikov. Valicon – dodajamo vrednost!

www.valicon.net.

Valicon is a rapidly growing marketing consulting and research company, with a focus on South Eastern Europe. We are the biggest of our kind in Slovenia. We specialise in small markets and customer-adapted solutions. We stand out with our advanced methodologies and by gaining in-depth insight into the field of our clients' activity. Our success is based on partner relations with our clients, regional partners, employees and local communities. Our main activity is research-based consulting. Our foundations lie in the research industry, where we have more than ten years of experience. Our knowledge and expertise extend to disciplines such as brand management, management consulting, organisation research, innovations, media, trend predictions, online strategies and CRM. Such marketing and business knowledge enables us to use rich research insight for providing marketing consulting to our clients. We translate regional strategies to local markets and believe in long-term partnerships with our clients. Our advanced methodologies set us apart, and our services add value to the business and brands of our clients. Valicon – Adding Value!

www.valicon.net.

Združenje Manager

Združenje Manager je neprofitno stanovsko združenje managerjev, ki se zavzema za zaščito interesov managementa ter za napredek managerskega poklica za večjo konkurenčnost in blaginjo Slovenije. V Združenju Manager je svoj glas združilo več kot 1150 članic in članov, da bi s svojimi dejavnostmi prispevali k razvoju družbe in vplivali na pogoje za gospodarjenje. Mnenja managementa posredujemo tistim, ki krojijo gospodarske razmere. Svoje poslanstvo izpolnjujemo z oblikovanjem poklicnih standardov, organizacijo strokovnih dogodkov, kot so Spomladansko, Jesensko in Januarsko srečanje ter srečanja sekcijs managerk, sekcijs mladih managerjev in sekcijs tujih managerjev, strokovno managersko revijo MQ in družbeno odgovorno revijo Prepletanje, z aktualnimi temami na spletnih straneh, podeljevanjem priznanj najuspešnejšim managerjem in podjetjem, raziskavami, sodelovanjem pri pomembnih gospodarskih temah, družbeno odgovornimi dejavnostmi, med katerimi je najbolj viden Majski ples, ter z mednarodnim sodelovanjem, saj smo člani CEC – Evropske konfederacije vodilnih kadrov, ki združuje več kot milijon managerjev iz Evrope. Že dvajset let povezujemo slovenski management.

www.zdruzenje-manager.si.

The Managers' Association of Slovenia is a non-profit professional association of Slovenian managers operating to protect the professional interests of management, to facilitate management as a profession and to provide better competitiveness and prosperity in Slovenia. More than 1,150 members come together in the Managers' Association to contribute to the development of society and to influence the conditions of economic activity. Management opinions are communicated to all who shape the economic conditions. We fulfil our mission with forming professional standards, organising professional events, such as the Spring, Autumn and January Meetings, the Meeting of the Section of Women Managers, the Meeting of the Section of Young Managers, the Section of Foreign Managers, the professional MQ magazine, the socially responsible Prepletanje magazine, current topics covered on the Association's website, awards to the most successful managers and companies, research, participation in important economic subjects, socially responsible activities, such as the May Dance, and with our international cooperation, as we are a member of the CEC European Confederation of Executives and Managerial Staff uniting over one million managers from all over Europe. We have been connecting Slovenian management for over twenty years. www.zdruzenje-manager.si.

Zaupanje v slovenski management 2009 • Avtorji: Dejan Verčič, Zenel Batagelj, Marijeta Tič Vesel, Katja Kek • Prevod: Alkemist, d.o.o. • Založba in oblikovanje: Pristop d.o.o. • Leto izida: 2009 • Naklada: 1200 • Tisk: CukGraf, d.o.o. • www.pristop.si/zaupanje09
Trust in Slovenian Management 2009 • Authors: Dejan Verčič, Zenel Batagelj, Marijeta Tič Vesel, Katja Kek • Translation: Alkemist, d.o.o.
Published and designed by: Pristop d.o.o. • Year of publication: 2009 • Circulation: 1200 • Print: CukGraf, d.o.o. • www.pristop.si/zaupanje09

PRISTOR

C VALICON

 ZDRUŽENJE
MANAGER