

الخلاصة

بناء الثقة الأصيلة

لماذا نتحدث عن الثقة؟ ليس لأن الثقة أهملت طويلاً كتصور جوهرى فلسفى وأخلاقى وحسب، ولكن أيضاً لأن الحديث عن الثقة هو جوهرى لبناء الثقة. ربما كان الحديث عن الثقة مربكاً وغير مريح، إلا أن الحديث عن الثقة وفعل الوثوق وحده يمكن أن يخلق الثقة ويصونها ويرممها. من جهة أخرى إن عدم الحديث عن الثقة أو إنقاص الثقة إلى مجرد مظهر خارجى فى الاقتصاد أو فى الكتب المطولة عن نظرية اللعب^(*)، يمكن أن يؤدى بسهولة إلى خيانة الثقة أو فقدانها، أو يفضى إلى الاستمرار فى عدم الثقة. ليست الثقة مجرد مسألة إكراه (إجبار) وجزاء من المجتمع أو من المؤسسة. إنها ليست مسألة «جو» ثقافى وهى ليست مجرد مسألة علم نفس فردى

(*) نظرية اللعب Game Theory هى تحليل الوضع فى المنافع المتضاربة فى مجال الأعمال وفى الأمور العسكرية.

(الطبع)، أو بشكل أعم مسألة الطبيعة الإنسانية. يجب أن تكون مسألة خيار حي الضمير. إننا الآن متحذلقون حقاً حين ننوح ونتحسر على ضياع الثقة البسيطة والعمياء، وكلتاها ربما خدمت الإنسانية جيداً عند القبائل المنعزلة، ولكنهما أصبحتا مشكلة عندما احتكت هذه القبائل فيما بينها وتصارعت. إن ما نحن قادرون عليه الآن وما أصبح ضرورياً هو الثقة الأصيلة الثقة المتحذقة، الثقة المسؤولة الثقة ذات العينين المفتوحتين بشكل واسع.

يطلعنا بناء الثقة على معضلة وجودية انتبه إليها جيداً الفيلسوف المثالي الألماني جون فخته الذي ألح على أن «نوع الفلسفة الذي يتبناه المرء يعتمد على نوع [الشخص] نفسه». لا بد أننا تعبنا الآن من الارتياحية التي كانت جريئة ذات مرة، ولكنها أصبحت الآن مَرَضِيَّة والتي كانت واضحة عند توماس هوبز Thomas Hobbes، وقد استشهد بها غالباً في نظريته إلى الحياة الإنسانية بكونها «بغيضة وفظة وقصيرة»، وفي الفلسفات الأحدث من ذلك التي تدعو إلى «اهتمام الشخص بمنافعه الذاتية وبرفاهيته» looking out for number one. ولا بد أننا أيضاً تعبنا من الأصوات المنتحبة التي تذكرنا بضعف الإنسان ومن «العقلانية» التي تعلل السلوك غير المسؤول وتعذره. نحن نؤمن أن الفلسفة تقيم فرقاً. والإيمان بقدرة التعهدات الإنسانية على النجاح هو أول خطوة ضرورية لجعل أنفسنا جديرين بالثقة، وهو الافتراض السابق لعملية الوثوق أيضاً. ونبذ مثل تلك

التعهدات في غياب الإكراه (الإجبار) الكافي، ليس تشاؤمياً وليس ارتيابياً فضلاً عن أن يكون «واقعياً» ولكنه موج وكاشف. ما زال أمراً دارجاً أن يكون المرء مرتاباً وأن ينبذ الحديث عن الثقة بصفتها غير واقعية ونصيرة راعية وعاطفية. ولكن إذا كان المنظرون في الواقع يرفضون أن يؤمنوا بالثقة وبجدارة الثقة باستثناء أنهما نقلتان ذاتيتا التقدم في لعبة الحياة، فإننا لا يمكننا أن نثق بهم في أن يعيدوا إلى المكتبة كتاباً استعاروه إلا ربما بعقد مكتوب وبقائمة الموجودات ومع محام قدير. قام الاقتصادي الشهير في كورنيل روبرت فرانك Robert Frank بتوجه رائع إلى مشاعر الإنسان أكثر من فكره أو ما يدعى Ad Hominem في تجربة اختبارية وجد فيها أن الاقتصاديين الذين يؤمنون حسب مهنتهم (مسألة مهنة) أن الناس يتصرفون وفق مصلحتهم الخاصة يتركون راشناً (أو بقشيشاً) في المطاعم أقل بكثير مما يتركه أناس في مهن أخرى نظيرة⁽⁹⁷⁾. واكتشافه أن «الاقتصاديين هم مواطنون سيؤون» ربما يفيد نوعاً من الإنذار فيما يتعلق بالثقة أيضاً. إن التفكير في الثقة بطريقة سليمة يميز الفرق بين كوننا راغبين وقادرين على الثقة من جهة وبين الإيمان السيء برفض أن نفعل ذلك من جهة أخرى.

Robert Frank, T. Gilovich, and D. Regan, "Does Studying Economics (97) Inhibit Cooperation?" Journal of Economic Perspectives 7, no.2 (1993): 159-71.

المصادر

- Alpern, Kenneth D. "What Do We Want Trust to Be?" *Trust and Business: Barriers and Bridges*, special issue of *Journal of Business and Professional Ethics* 16, nos. 1-3 (1997): 29-46.
- Ames, Roger, and W. Dissanayake, eds. *Self and Deception*. Albany: State University of New York Press, 1996.
- Aristotle. *Nicomachean Ethics*. Translated by W. D. Ross. Oxford: Oxford University Press, 1948.
- Arrow, Kenneth. *Social Choice and Individual Values*. 2d ed. New Haven: Yale University Press, 1970.
- Axelrod, Robert M. *The Evolution of Cooperation*. New York: Basic Books, 1984.
- Baier, Annette C. "Ethics as Trusting in Trust." In *Great Traditions in Ethics*, edited by Theodore C. Denise and Sheldon P. Peterfreund. Belmont, Calif.: Wadsworth, 1992.
- . *Moral Prejudices*. Cambridge, Mass.: Harvard University Press, 1995.
- . *A Progress of Sentiments: Essays on David Hume*. Cambridge, Mass.: Harvard University Press, 1995.
- . "Trust." In *The Tanner Lectures on Human Values*, vol. 13, edited by Grethe B. Peterson. Salt Lake City: University of Utah Press, 1992. Reprinted as "Trust and Its Vulnerabilities" and "Sustaining Trust" in Baier, *Moral Prejudices*, 130-51, 152-82.
- . "Trust and Antitrust." *Ethics* 96, no. 10 (1986): 231-60. Reprinted in Baier, *Moral Prejudices*, 95-129.
- . "Trusting Ex-intimates." In *Person to Person*, edited by George Graham and Hugh LaFollette. Philadelphia: Temple University Press, 1989.
- . "Trusting People." In *Philosophical Perspectives*, vol. 6, *Ethics*,

- edited by James E. Tomberlin. Atascadero, Calif.: Ridgeview Press, 1992.
- Baker, Judith. "Trust and Rationality." *Pacific Philosophical Quarterly* 68, no. 10 (1987): 1-13.
- Banfield, Edward. *The Moral Basis of a Backward Society*. Glencoe, Ill.: Free Press, 1958.
- Barber, Bernard. *The Logic and Limits of Trust*. New Brunswick, N.J.: Rutgers University Press, 1974.
- Becker, Lawrence C. "Trust as Non-cognitive Security about Motives." In "A Symposium on Trust," *Ethics* 107, no. 1 (1996): 43-61.
- Bennett, Jonathan. "The Conscience of Huck Finn." *Philosophy* 49, no. 188 (1974): 123-34.
- Blackburn, Simon. "Trust, Cooperation, and Human Psychology." In *Trust and Governance*, edited by Valerie Braithwaite and Margaret Levi. New York: Sage Books, 1998.
- Bok, Sissela. *Lying: Moral Choice in Public and Private Life*. New York: Pantheon Books, 1978.
- Bovens, Luc. "The Value of Hope." *Philosophy and Phenomenological Research* LIX, no. 3 (1999): 667-681.
- Bowlby, John. *Attachment and Loss*. New York: Basic Books, 1982.
- Braithwaite, John. "Institutionalizing Distrust, Enculturating Trust." In *Trust and Governance*, edited by Valerie Braithwaite and Margaret Levi. New York: Sage Books, 1998.
- Braithwaite, Valerie, and Margaret Levi, eds. *Trust and Governance*. New York: Sage Books, 1998.
- Brenkert, George. "Trust, Morality, and International Business." *Business Ethics Quarterly* 8, no. 2 (1998).
- , ed. *Business Ethics Quarterly* 8, no. 2 (1998).
- Coady, A. D. P. *Testimony*. New York: Oxford University Press, 1997.
- Confucius. *Analects*. Translated by Arthur Waley. New York: Random House, 1989.
- Conger, Jay A. *Charismatic Leadership*. San Francisco: Jossey-Bass, 1989.
- Cooper, David E. "Trust." *Journal of Medical Ethics* 11, no. 10 (1985): 92-93.
- Dancy, Jonathan. "Can We Trust Annette Baier?" *Philosophical Books* 36, no. 4 (1995): 237-42.

- Descartes, René. *Meditations*. Translated by D. Cress. Indianapolis: Hackett, 1993.
- De Sousa, Ronald. *The Rationality of Emotion*. Cambridge, Mass.: MIT Press, 1987.
- Dreyfus, Hubert. *Being-in-the-World*. Cambridge, Mass.: MIT Press, 1997.
- Elster, Jon. *Alchemies of the Mind*. Cambridge: Cambridge University Press, 1999.
- Erikson, Erik. *Childhood and Society*. New York: Norton, 1993.
- Fletcher, George P. *Loyalty*. New York: Oxford University Press, 1993.
- Flores, Fernando, and Robert C. Solomon. "Creating Trust." *Business Ethics Quarterly* 8, no. 2 (1998): 205-32.
- . "Rethinking Trust." *Trust and Business: Barriers and Bridges*, special issue of *Journal of Business and Professional Ethics* 16, nos. 1-3 (1997): 47-76.
- Frank, Robert, T. Gilovich, and D. Regan. "Does Studying Economics Inhibit Cooperation?" *Journal of Economic Perspectives* 7, no. 2 (1993): 159-71.
- Frankena, William. *Ethics*. Englewood Cliffs, N.J.: Prentice-Hall, 1973.
- Frankfurt, Harry. *The Importance of What We Care About*. New York: Cambridge University Press, 1988.
- French, Peter A. "The Corporation as a Moral Person." *American Philosophical Quarterly* 16, no. 3 (1979).
- . "Responsibility and the Moral Role of Corporate Entities." In *Business as a Humanity*, edited by R. Edward Freeman and Thomas Donaldson, 88-97. New York: Oxford University Press, 1994.
- Freud, Sigmund. "Psychoanalytic Notes upon an Autobiographical Account of a Case of Paranoia" (The Schreber Case). In *Three Case Histories*, standard edition, vol. 12, edited by James Strachey. London: Hogarth Press, 1953.
- Fromm, Erich. *The Art of Loving*. New York: Harper and Row, 1956.
- Fukuyama, Francis. *Trust: The Social Virtues and the Creation of Prosperity*. New York: Free Press, 1996.
- Gambetta, Diego, ed. *Trust: Making and Breaking Cooperative Relations*. New York: Blackwell, 1988.
- Gettier, Edmund. "Is Justified True Belief Knowledge?" *Analysis* 23 (1963): 121-23.

- Goleman, Daniel. *Emotional Intelligence*. New York: Bantam, 1995.
- Gordon, Robert. *The Structure of Emotions*. Cambridge: Cambridge University Press, 1988.
- Govier, Trudy. "Distrust as a Practical Problem." *Journal of Social Philosophy* 23, no. 1 (1992): 52-63.
- . "An Epistemology of Trust." *International Journal of Moral and Social Studies* 8, no. 2 (1993): 155-74.
- . "Is It a Jungle Out There? Trust, Distrust, and the Construction of Social Reality." *Dialogue (Canada)* 33, no. 2 (1994): 237-52.
- . "Self-Trust, Autonomy, and Self-Esteem." *Hypatia* 8, no. 1 (1993): 99-120.
- . "Trust and Totalitarianism: Some Suggestive Examples." *Journal of Social Philosophy* 27, no. 3 (1996): 149-63.
- . "Trust, Distrust, and Feminist Theory." *Hypatia* 7, no. 1 (1992): 16-33.
- Graham, George, and Hugh LaFollette, eds. *Person to Person*. Philadelphia: Temple University Press, 1989.
- Gratton, Carolyn. "Some Aspects of the Lived Experience of Interpersonal Trust." *Humanitas* 9, no. 10 (1973): 273-96.
- Grove, Andrew. *Only the Paranoid Survive*. New York: Bantam Books, 1999.
- Hardin, Russell. "Trusting Persons, Trusting Institutions." In *Strategy and Choice*, edited by Richard Zeckhauser, 185-209. Cambridge, Mass.: MIT Press, 1991.
- . "Trustworthiness." In "A Symposium on Trust," *Ethics* 107, no. 1 (1996): 26-42.
- Hearne, Vicki. *Adam's Task: Calling Animals by Name*. New York: Random House, 1982.
- Hedman, Carl. "Progressive and Regressive Uses of Reasonable Distrust." *Journal of Social Philosophy* 28, no. 1 (1997): 87-100.
- Heidegger, Martin. *Being and Time*. Translated by J. Stambaugh. London: Routledge, 1998.
- Hertzberg, Lars. "On the Attitude of Trust." *Inquiry* 31, no. 10 (1988): 307-22.
- Holton, Richard. "Deciding to Trust, Coming to Belief." *Australasian Journal of Philosophy* 72, no. 1 (1994): 63-76.
- Horniman, Alexander B. "Whatever Happened to Loyalty?" *Ethics Digest* (1989).
- Hosmer, Larue T. "Trust: The Connecting Link between Organiza-

- tional Theory and Philosophical Ethics." *Academy of Management Review* 20, no. 2 (1996): 379-401.
- Hume, David. *A Treatise of Human Nature*. Edited by L. A. Selby-Bigge. 2d ed. Oxford: Oxford University Press, 1888.
- Jay, Anthony. *Machiavelli and Management*. New York: Holt, Rinehart, and Winston, 1968.
- Johnson, Peter. *Frames of Deceit: A Study of the Loss and Recovery of Public and Private Trust*. Cambridge: Cambridge University Press, 1993.
- Jones, Karen. "Trust as an Affective Attitude." In "A Symposium on Trust," *Ethics* 107, no. 1 (1996): 4-25.
- Jones, Tom, and Norman Bowie. "Moral Hazards on the Way to the 'Virtual Corporation.'" *Business Ethics Quarterly* 8, no. 2 (1998).
- Kafka, Franz. *The Complete Stories*. New York: Schocken, 1971.
- Kant, Immanuel. *Lectures on Ethics*. Translated by J. Ellington. Indianapolis: Hackett, 1981.
- Kenny, Anthony. *Action, Emotion, and Will*. London: Routledge and Kegan Paul, 1963.
- Klein, Melanie. "A Contribution to the Psychogenesis of Manic-Depressive States." In *Selected Melanie Klein*. Edited by Juliet Mitchell. New York: Free Press, 1987.
- . "The Importance of Symbol Formation in the Development of the Ego." In *Selected Melanie Klein*. Edited by Juliet Mitchell. New York: Free Press, 1987.
- . *Selected Melanie Klein*. Edited by Juliet Mitchell. New York: Free Press, 1987.
- Koehn, Daryl. "Should We Trust Trust?" *American Business Law Journal* 34, no. 2 (1996): 184-203.
- , ed. *Trust and Business: Barriers and Bridges*. Special issue of *Journal of Business and Professional Ethics* 16, nos. 1-3 (1997).
- Kumar, Nirmalya. "The Power of Trust in Manufacturer-Retailer Relationships." *Harvard Business Review* (November-December 1996): 92-110.
- Kundera, Milan. *The Book of Laughter and Forgetting*. Translated by Aaron Asher. New York: Penguin, 1981.
- . *The Unbearable Lightness of Being*. Translated by Michael Hien. New York: Harper and Row, 1984.
- Lagerspetz, Olli. *Trust: The Tacit Demand*. Dordrecht, The Netherlands: Kluwer Academic, 1998.
- Laing, R. D. *The Politics of the Family*. London: Routledge, 1999.

- Lehrer, Keith. *Self-Trust: A Study of Reason, Knowledge, and Autonomy*. New York: Oxford University Press, 1997.
- Leonard, Elmore. *Rum Punch*. New York: Delacorte, 1982.
- Luhmann, Niklas. "Trust: A Mechanism for the Reduction of Social Complexity." In Luhmann, *Trust and Power*, 4-103.
- . *Trust and Power*. New York: Wiley, 1980.
- Machiavelli, Niccolò. *The Prince*. Translated by Christian E. Detmold. New York: Airmont, 1965.
- MacIntyre, Alasdair. *After Virtue*. Notre Dame, Ind.: Notre Dame University Press, 1981.
- . *Whose Justice? Which Rationality?* Notre Dame, Ind.: Notre Dame University Press, 1988.
- Messick, David M., and Marilyn B. Brewer. "Solving Social Dilemmas: A Review." In *Review of Personality and Social Psychology*, edited by L. Wheeler and P. Shaver. Beverly Hills: Sage, 1983.
- Misztal, Barbara A. *Trust in Modern Societies*. Cambridge: Polity Press, 1996.
- Morris, Christopher. "What Is This Thing Called 'Reputation'?" *Business Ethics Quarterly* 9, no. 1 (1999): 87-102.
- Morris, Dick. *Behind the Oval Office*. New York: Random House, 1997.
- Murphy, Patrick E., and Gregory T. Gundlach. "A Typology of Trust in Business." *New and Evolving Paradigms: The Emerging Future of Marketing*, edited by Tony Meenaghan, *American Marketing Association Special Conference Proceedings* (1997): 596-98.
- Nietzsche, Friedrich. *Thus Spoke Zarathustra*. Translated by W. Kaufmann. New York: Viking, 1954.
- Pellegrino, Edmund D. "Trust and Distrust in Professional Ethics." In Pellegrino, Veatch, and Langan, *Ethics, Trust, and the Professions: Philosophical and Cultural Aspects*.
- Pellegrino, Edmund D., Robert M. Veatch, and John P. Langan, eds. *Ethics, Trust, and the Professions: Philosophical and Cultural Aspects*. Washington, D.C.: Georgetown University Press, 1991.
- Pettit, Philip. "The Cunning of Trust." *Philosophy and Public Affairs* 24, no. 3 (1995): 202-25.
- Plato. *Symposium*. Translated by Alexander Nehamas and Paul Woodruff. Indianapolis: Hackett, 1989.
- Putnam, Robert. "Bowling Alone: America's Declining Social Capital." *Journal of Democracy* 6 (1995): 65-78.

- Roberts, Wes. *Leadership Secrets of Attila the Hun*. New York: Warner Books, 1989.
- Robins, Robert S., and Jerrold M. Post. *Political Paranoia: The Psychopolitics of Hatred*. New Haven: Yale University Press, 1997.
- Robinson, Jenefer. "Startle." *Journal of Philosophy* 42, no. 2 (1995): 53-74.
- Rorty, Amélie Oksenberg. "User-Friendly Self-Deception." In *Self and Deception*, edited by Roger Ames and W. Dissanayake. Albany: State University of New York Press, 1996.
- Rubin, Harriett. *The Princessa*. New York: Doubleday, 1997.
- Sarot, Marcel. "Why Trusting God Differs from All Other Forms of Trust." *Sophia* 35, no. 1 (1996): 101-15.
- Sartre, Jean-Paul. *Being and Nothingness*. Translated by Hazel Barnes. New York: Philosophical Library, 1956.
- . *The Emotions*. Translated by B. Frechtman. New York: Citadel, 1948.
- Searle, John. *Intentionality*. Cambridge: Cambridge University Press, 1983.
- Seligman, Adam B. *The Problem of Trust*. Princeton: Princeton University Press, 1997.
- Seligman, Martin. *The Optimistic Child*. Boston: Houghton Mifflin, 1995.
- Shriver, Donald W. *An Ethic for Enemies*. New York: Oxford University Press, 1995.
- Singer, Irving. *The Nature of Love*. Chicago: University of Chicago Press, 1984.
- Sloterdijk, Peter. *Critique of Cynical Reason*. Minneapolis: University of Minnesota Press, 1987.
- Smith, Adam. *An Inquiry into the Nature and Causes of the Wealth of Nations*. New York: Hafner, 1948.
- . *The Theory of Moral Sentiments*. London: George Bell, 1880.
- Solomon, Robert C. *About Love*. Lanham, Md.: Rowman and Littlefield, Madison Books, 2000.
- . *A Better Way to Think about Business*. New York: Oxford University Press, 1999.
- . *The Joy of Philosophy*. New York: Oxford University Press, 1999.
- . *A Passion for Justice*. Lanham, Md.: Rowman and Littlefield, 1994.

- . *The Passions*. Indianapolis: Hackett, 1993.
- . "Trusting." In *Festschrift for Hubert Dreyfus*, edited by J. E. Malpas and M. Wrathall. Cambridge, Mass.: MIT Press, 2000.
- . "The Virtue of Love." In *Ethical Theory: Character and Virtue*, edited by P. French, Midwest Studies in Philosophy, vol. 13. Notre Dame, Ind.: Notre Dame University Press, 1988.
- Spence, Jonathan. *The Gate of Heavenly Peace*. New York: Viking, 1981.
- Spinoza, Charles, Fernando Flores, and Hubert Dreyfus. *Disclosing New Worlds*. Cambridge, Mass.: MIT Press, 1997.
- Tannen, Deborah. *The Argument Culture*. New York: Ballantine, 1999.
- Thomas, Laurence. "Friendship." *Synthese* 72, no. 10 (1987): 217–36.
- . "Trust, Affirmation, and Moral Character: A Critique of Kantian Morality." In *Identity, Character, and Morality*, edited by Owen Flanagan and Amélie Oksenberg Rorty. Cambridge, Mass.: MIT Press, 1990.
- Thucydides. *History of the Peloponnesian War*. Translated by P. Woodruff. Indianapolis: Hackett, 1993.
- Tyler, Tom R. "Trust and Democratic Governance." In *Trust and Governance*, edited by Valerie Braithwaite and Margaret Levi. New York: Sage Books, 1998.
- Velasquez, Manuel G. *Business Ethics*. Englewood Cliffs, N.J.: Prentice-Hall, 1982.
- Webb, Mark Owen. "The Epistemology of Trust and the Politics of Suspicion." *Pacific Philosophical Quarterly* 73, no. 4 (1992): 390–99.
- Whitehead, Barbara Dafoe. *The Divorce Culture*. New York: Random House/Knopf, 1996.
- Whitney, John. *The Economics of Trust*. New York: McGraw-Hill, 1995.
- Wicks, Andrew, Shawn Berman, and Thomas M. Jones. "The Structure of Optimal Trust: Moral and Strategic Implications." *Academy of Management Review* 24, no. 1 (1998): 99–116.
- Williams, Bernard. *Ethics and the Limits of Philosophy*. Cambridge, Mass.: Harvard University Press, 1985.
- . "Formal Structures and Social Reality." In *Trust: Making and Breaking Cooperative Relations*, edited by Diego Gambetta, 3–13. New York: Blackwell, 1988.