MODULE OVERVIEW

Trust over control: Managing for performance

Adaptive module | ~20 min

Control through presence no longer works: teams are distributed, and AI takes over some of the visible work. This module treats trust as a demanding method rather than a lax approach, showing how to turn each of the manager's fears into a concrete measure, observe commitments kept rather than hours, and resist a temptation that AI makes easy: tracking everything.

LEARNING OBJECTIVES

01 Distinguish trust from letting go: it rests on commitments kept, not on hours of presence.

02 Turn each fear behind control into a concrete measure: remote effectiveness, frank talk, results tracking, and cohesion.

03 Move from a directive stance to a facilitator's stance: define the result with the team member, then remove the obstacles.

04 Set clear rules for the use of AI, without giving in to the surveillance that technology makes possible.

WHO IT'S FOR

Managers who want to manage by results rather than by presence, without compromising on standards.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Psychological safety – Amy Edmondson (Harvard, 1999).
- Trust-based management and the liberated company – Isaac Getz, embodied by FAVI, Semco, Buurtzorg, and MAIF (Pascal Demurger).
- Effects of trust on engagement and productivity – research by Paul Zak.

SOURCES & REFERENCES

- Paul Zak (Claremont Graduate University) – "The Neuroscience of Trust" (Harvard Business Review): +76% engagement and +50% productivity in high-trust organizations
- Gallup – the manager accounts for about 70% of the variance in a team's engagement
- Amy Edmondson (Harvard) – psychological safety, more than 25 years of research
- Google – Project Aristotle, a study of 180 teams

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