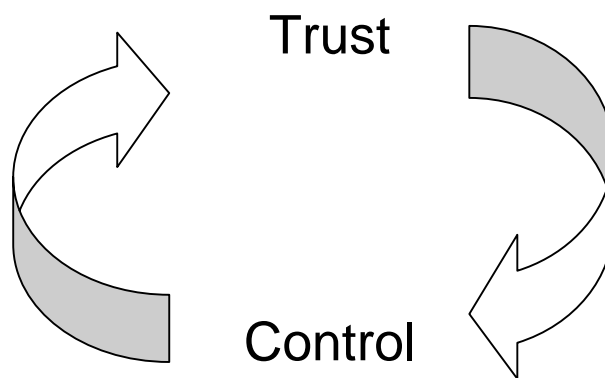


# Trust vs. Control

Trust + Control = Confidence



- ◆ Formal control (rules or procedures that specify desirable patterns of behavior) undermines trust - especially if poorly designed
- ◆ Social control (rather informal measures that let people determine their own behavior – training for instance) enhances trust
- ◆ The effective implementation of control mechanisms requires a certain level of trust

Source: Das, T. K., *Between Trust and Control: Developing Confidence in Partner Cooperation in Alliances*, *Academy of Management Review*, July 1998