

# Trust + Control = Confidence

## Trust ⇒ Confidence

- ◆ Be ready to take risks first, to let them demonstrate their trustworthiness
- ◆ Demonstrate your concern for equity and fairness
- ◆ Promote transparency (give a lot of information) and two-way communication
- ◆ Demonstrate your readiness to adjust your behavior according to the need of the partnership

## Control ⇒ Confidence

- ◆ Start by jointly defining goals that reflect the interests of all parties involved
- ◆ Structural arrangements
  - Rules and regulations
  - Deterrents (unrecoverable investment, reporting, sanctions)
- ◆ Cultural blending (shared values and norms, leading to a higher level of behavioral predictability)

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