

# Trust vs. Control

## The HP Way (\*)

### Trust

"We have trust and respect for individuals"

"We approach each situation with the belief that people want to do a good job and will do so, given the proper tools and support"

### Control

"We focus on a high level of achievement and contribution"

"Management by Objectives is reflected in written plans which guide and create accountability throughout the organization"

"HP people should personally accept responsibility"

## Semco (\*\*)

### Trust

"Give people the freedom to do what they want, and over the long haul, their successes will far outnumber their failures. (...) At Semco, we have no set hours, (...) no employee manuals, no human resource rules and regulations"

### Control

"Through a rigorous budgeting and planning process, we force everyone of our businesses to justify its continued existence. If this business didn't exist today, we ask, would we launch it. (...) If the answer is no, than we move our money, resources, and talent elsewhere"

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"In other words, we treat our employees as adults..."

... and we expect them to behave like adults. If they screw up, they take the blame. (...)

Ultimately, all we care about is performance"

Sources: (\*) [www.hp.com](http://www.hp.com) (\*\*) Ricardo Semler, *How We Went Digital Without a Strategy*, Harvard Business Review, September-October 2000