

# Trust

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# motivated individuals

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**motivated individuals  
environment**

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**motivated individuals**  
**environment**  
**support**

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Build projects around  
**motivated individuals.**

Give them the **environment** and  
**support** they need,

and

Build projects around  
**motivated individuals.**

Give them the **environment** and  
**support** they need,  
and **trust them** to get the job done.

Let me tell you a story.

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# What we didn't do

- briefing
- concepts
- proofs
- style guides
- final amends
- sign-offs

**more trust = less waste**

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Hmmm, I think we best  
**define trust**

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you have put an **outcome** you want  
in the  
**hands of someone else.**

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Trust is with  
Who? Experiment is Control  
Trust  
Accountability sits  
at highest point

TRUST  
UP

trust in  
Some cases craft  
- good example of  
bond rules & trust  
increase

Good analogies

you guys want  
really well together  
++ :)

Examples for  
trust?

trust -  
"it's okay to  
fail"

Can the graph  
visually represent  
different why's  
in trust & website?

POINTS TO  
BUILD  
TRUST

good point:  
What can you  
trust someone  
with?  
- it's within

TRUST  
WITHIN  
BONDERS

BUILT  
THROUGH  
THE  
HOMERUN

Did Tim like  
the sign?

- missed the  
point of that  
sign

- more good  
points on chart  
- time sign's

would be good to  
add the comment  
about Brett saying  
the sign was less  
without formal  
process.  
- trust = saving.

consider adding  
some specific examples  
of wasteful activities  
you have experienced.  
Eg. A team from my  
last section

What did your  
research include?  
- time probability  
- Dear photos remain  
- because  
Graphs

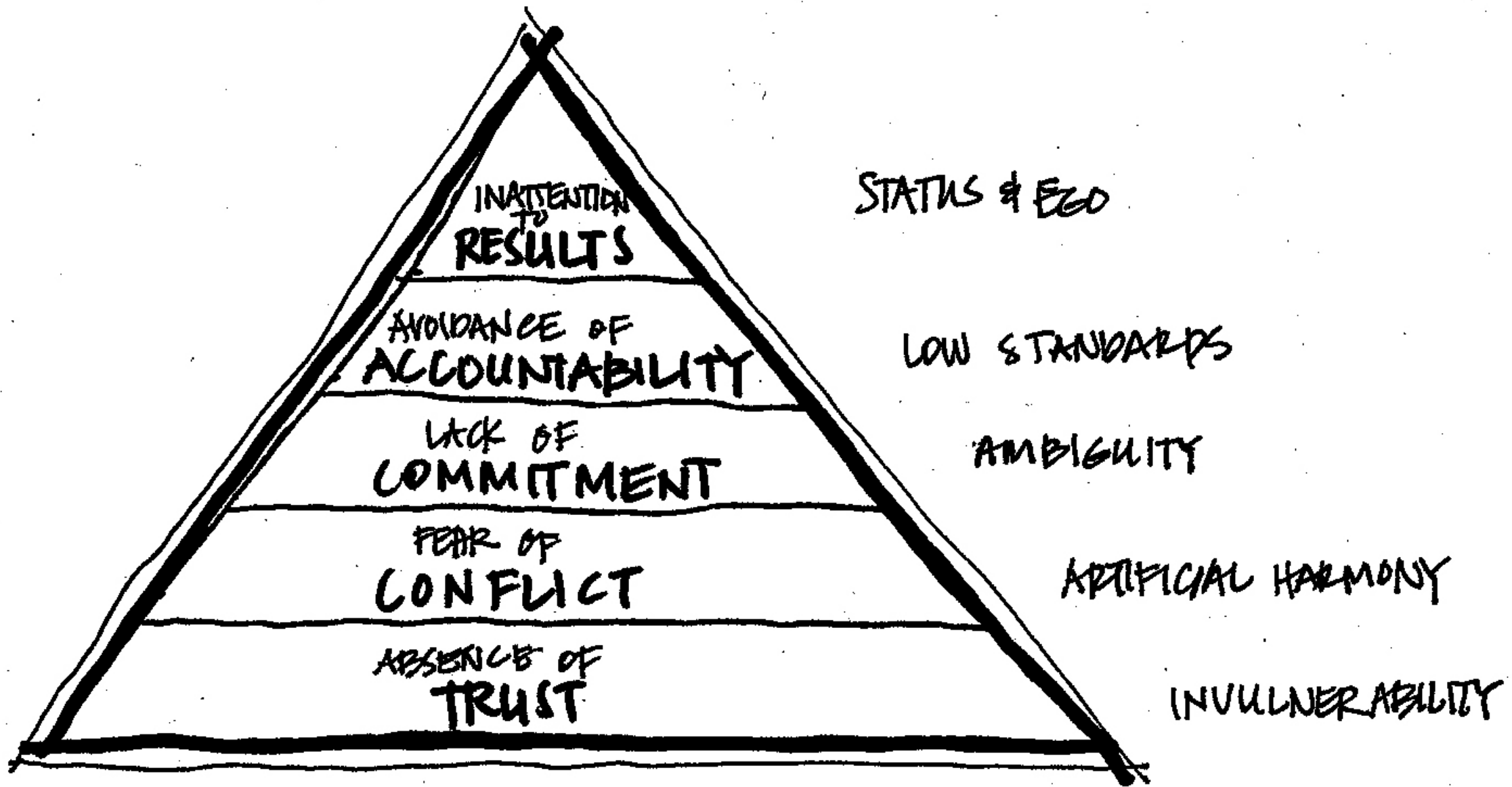
It's ok to fail?  
- this needs to be  
said

Open with a  
maybe of what  
happened  
beginning  
- this is the  
etc. not at  
though

Who  
is

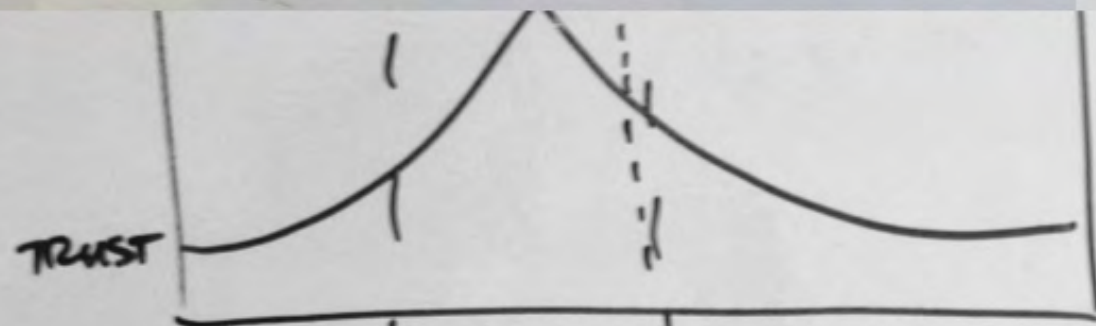
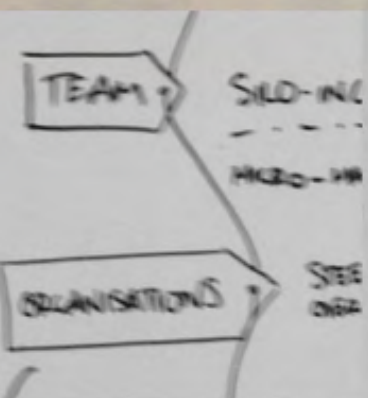
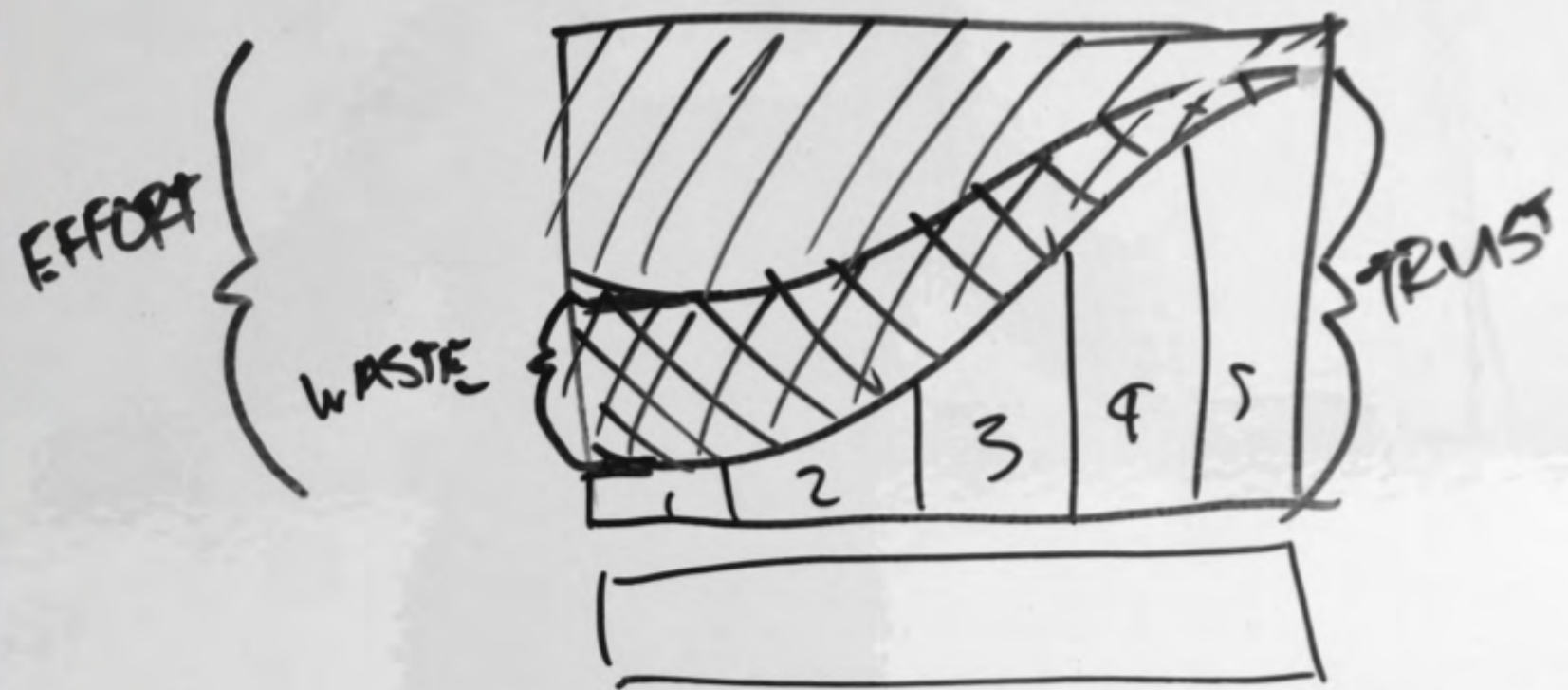
# What does trust **look like**?

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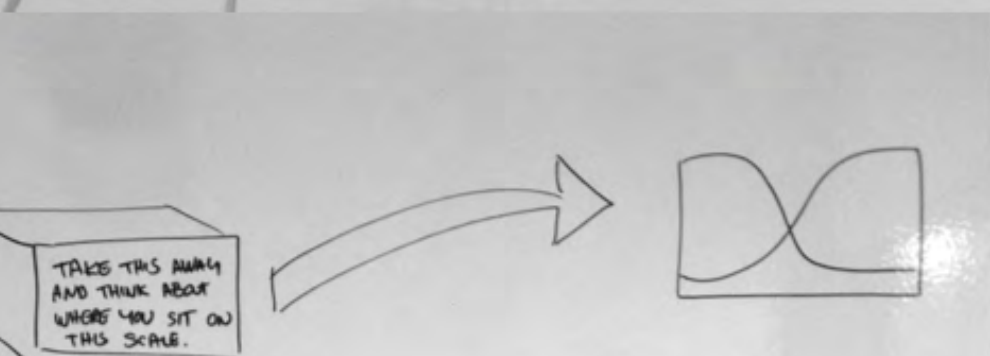


# Vulnerability

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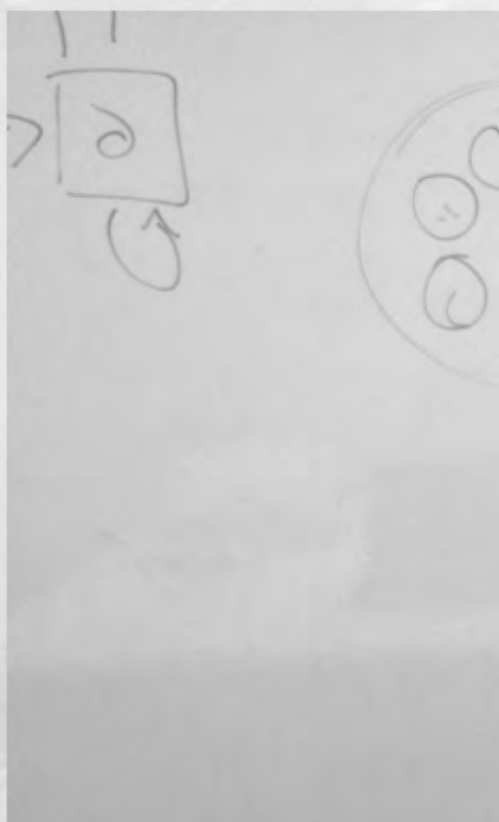
OUTCOME IS  
STABLE



\$1000,

\$200

\$2500



# What it isn't

- a thing
- an action
- management strategy
- quality

It's an **environment**

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# Environment of trust

- Vulnerability - ok to fail

Stable brand  
New brand

[http://www.gsb.stanford.edu/news/research/mktg\\_goodbrands.shtml](http://www.gsb.stanford.edu/news/research/mktg_goodbrands.shtml)

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Stable brand - **lost trust**

New brand - **trust increased**

**open failure** is an opportunity  
to **demonstrate trust**

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# Environment of trust

- Vulnerability - ok to fail
- Support
- Learning
- Focus on possibilities not on loss

# How did I miss this?

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**TABLE 1.3**  
**Erikson's Psychosocial Stages**  
**Psychosocial Stage**

Basic trust versus mistrust

Period of Development

Birth–1 year

Description

From warm, responsive care, infants gain a sense of trust, or confidence, that the world is good. Mistrust occurs when infants have to wait too long for comfort and are frustrated.

Using new mental and motor skills, children learn to decide for themselves. Autonomy is fostered when children have reasonable free choice and do not force themselves to do things they do not want to do.

Autonomy versus shame and doubt

1–3 years

3–6 years

Through make-believe play, children learn to take responsibility for themselves. Initiative is fostered when children have a sense of purpose and direction. Guilt occurs when children have too much self-control.

Initiative versus guilt

6–11 years

At school, children learn to compare themselves with others. Industry is fostered when children have a sense of accomplishment. Inferiority occurs when children feel they are not good enough.

# Life: the first 12 months

- through a relationship with a significant adult
- trust is built and therefore safety.
- related to the ability for the child to be comforted by this adult when needed.

# **mis-trust manifests**

- kids develop thick skins
- Premature autonomy decisions without consulting and collaborating.

# Who's your daddy?

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Why would you hire  
people you **don't trust?**

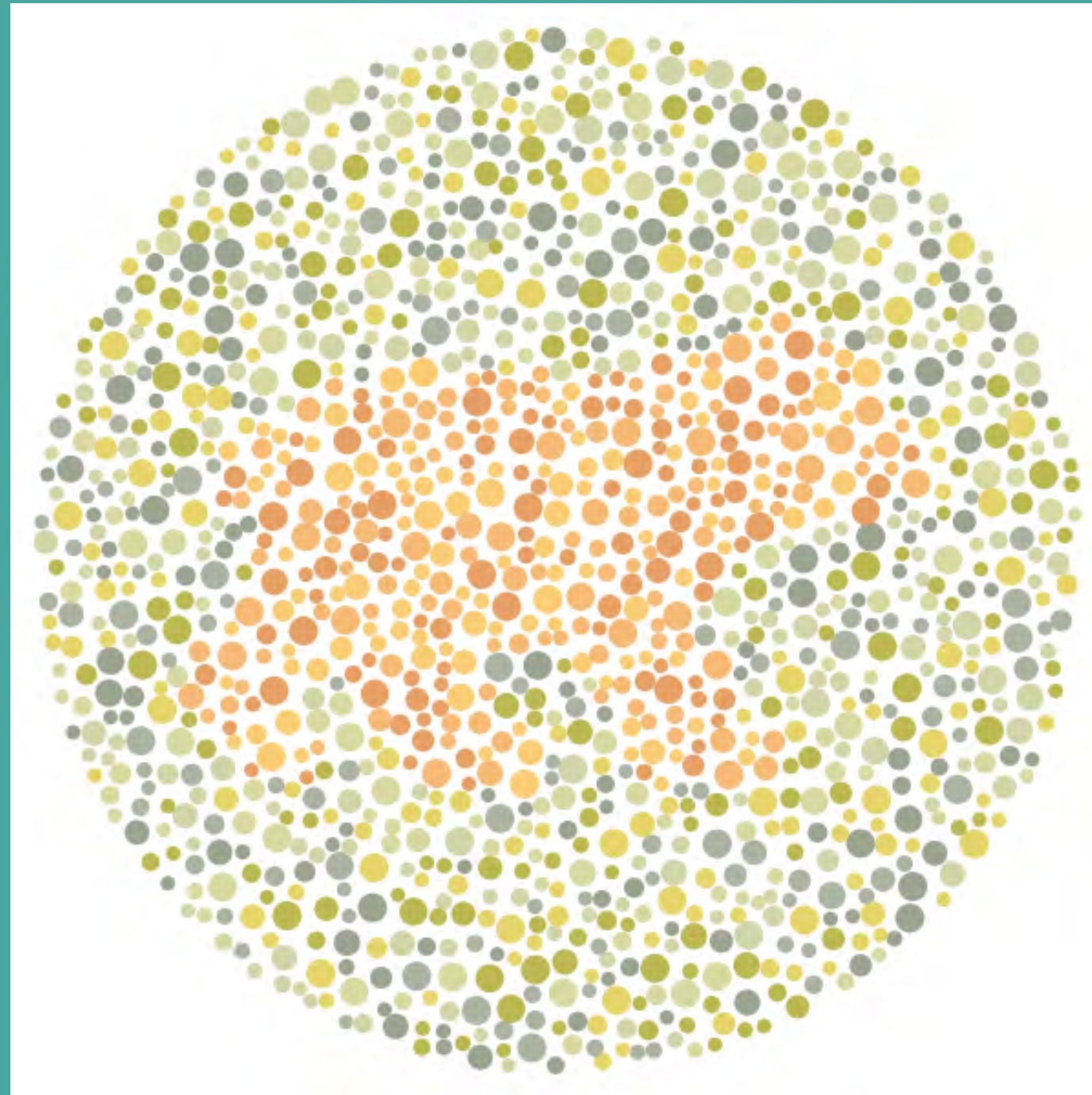
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# waste on an organisational level

- potential of employees
- effort to control the individuals
  - Sign-offs
  - Middlemen (not from middle earth)
  - Meetings

# waste on an individual level

- second guessing



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# waste on an individual level

- second guessing
- over consulting
- risk avoidance

**more trust = less waste**

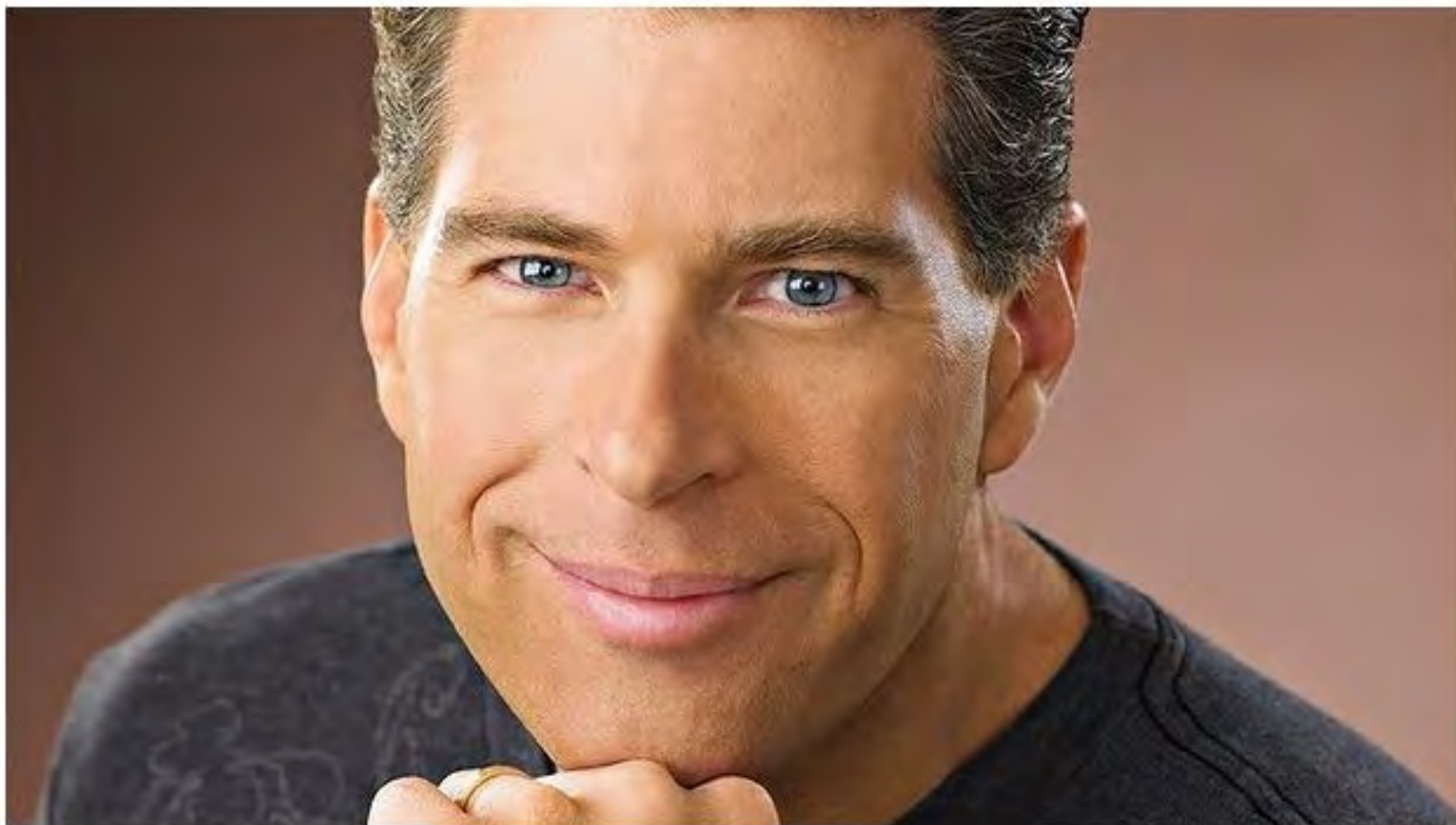
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# How do you **build trust**?

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**Nature is really good at  
building trust.**

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## Oxytocin increases trust in humans

Michael Kosfeld<sup>1\*</sup>, Markus Heinrichs<sup>2\*</sup>, Paul J. Zak<sup>3</sup>, Urs Fischbacher<sup>1</sup> & Ernst Fehr<sup>1,4</sup>

Trust pervades human societies<sup>1,2</sup>. Trust is indispensable in friendship, love, families and organizations, and plays a key role in economic exchange and politics<sup>3</sup>. In the absence of trust among trading partners, market transactions break down. In the absence of trust in a country's institutions and leaders, political legitimacy breaks down. Much recent evidence indicates that trust contributes to economic, political and social success<sup>4,5</sup>. Little is known, however, about the biological basis of trust among humans. Here we show that intranasal administration of oxytocin, a neuropeptide that plays a key role in social attachment and affiliation in non-human mammals<sup>6-8</sup>, causes a substantial increase in trust among humans, thereby greatly increasing the benefits from social interactions. We also show that the effect of oxytocin on trust is not due to a general increase in the readiness to bear risks. On the contrary, oxytocin specifically affects an individual's willingness to accept social risks arising through interpersonal interactions. These results concur with animal research suggesting an essential role for oxytocin as a biological basis of prosocial approach behaviour.

In non-human mammals, the neuropeptide oxytocin has a central role in general behavioural regulation, particularly in positive social interactions. Aside from its well-known physiological functions in milk letdown and during labour, oxytocin receptors are distributed

monetary payoff. However, the trustee also has the option of violating the investor's trust. As sharing the proceeds is costly for the trustee, a selfish trustee will never honour the investor's trust because the investor and the trustee interact only once during the experiment.

The investor is therefore caught in a dilemma: if he trusts and the trustee shares, the investor increases his payoff, but he is also subject to the risk that the trustee will abuse this trust. In the latter case, the investor is worse off than if he had not trusted at all and, adding insult to injury, the trustee has an unfair payoff advantage relative to the investor. Substantial evidence exists to show that humans are averse to such risks<sup>22-24</sup>. Moreover, the aversion of investors to abuse of trust seems to have an important role across different human cultures and social groups in the context of our game<sup>22,25</sup>. The investors have to overcome their aversion against these risks in order to trust, allowing us to address the question of whether oxytocin modulates this trusting behaviour in humans.

Investor



# Oxytocin is produced

- During Child birth
- Through Eye contact and smiles
- Physical contact.

<http://www.nature.com/nature/journal/v435/n7042/full/nature03701.html>

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“The more Oxytocin someone produces the more likely they are to work in **collaborative ways** and **trust** those around them.”

<http://www.nature.com/nature/journal/v435/n7042/full/nature03701.html>

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I can be a **mad**  
**scientist** too!

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# How do you **build trust**?

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# How to build trust

- Talk about it

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- Ask for it - in person

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- Talk about it
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- Start Small

# How to build trust

- Talk about it
- Ask for it - in person
- Start Small
- Be Open

Talk about trust and look for  
the waste.

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THE ROLLING STONES LTD  
46A MADDOX STREET W1  
TELEPHONE 01 629 5856

21st April, 1969.

Andy Warhol,  
33 Union Square,  
W.N.Y.10003,  
NEW YORK

Dear Andy,

I'm really pleased you can do the art-work for  
our new hits album. Here are 2 boxes of material  
which you can use, and the record.

In my short sweet experience, the more complicated  
the format of the album, e.g. more complex than just  
pages or fold-out, the more fucked-up the reproduction  
and agonising the delays. But, having said that, I  
leave it in your capable hands to do what ever you  
want.....and please write back saying how much  
money you would like.

Doubtless a Mr.Al Steckler will contact you in New  
York, with any further information. He will probably  
look nervous and say "Hurry up" but take little notice.

Love,

MICK JAGGER

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“I leave it in  
your capable  
hands”

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**Trust...** it's in your  
capable hands

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