

Leadership @TUI Group

Trust vs. Control

Leadership @TUI Group

....in an agile environment.

rumors are right...

speed of agile transitions are based on...

TRUST

TUI specific content for conference only

...disruptive control leads to unachievable outcome.

TUI specific content for conference only

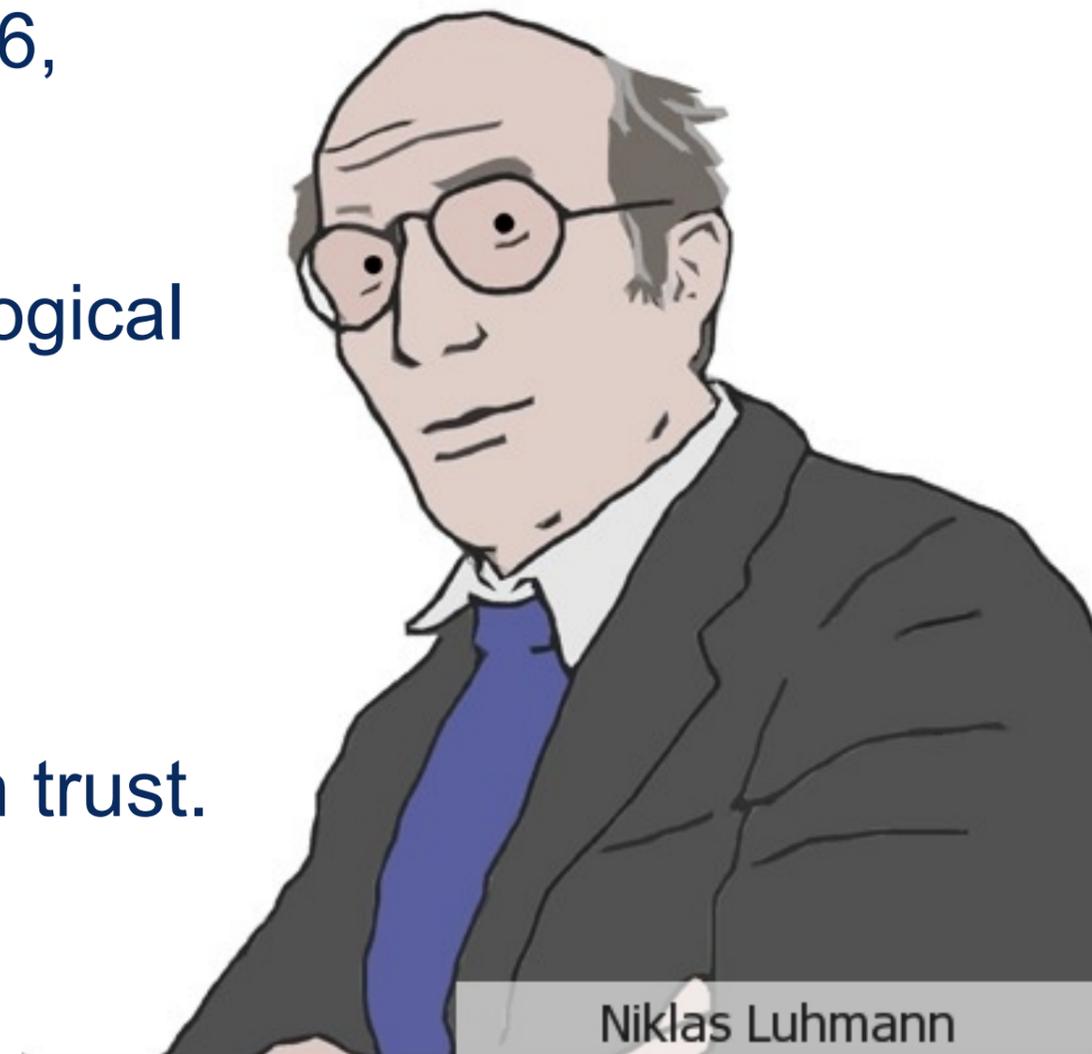
...trustful structure leads to shared responsibilities.

TUI specific content for conference only

let me introduce to you a trustful guy

Niklas Luhmann
(December 8, 1927 – November 6,
1998)
was a German sociologist,
and a prominent thinker in sociological
systems theory.

... and he got some issues with trust.



trust me...

One party (trustor) is willing to rely on the actions of another party (trustee); the situation is directed to the future.

In addition, the trustor (voluntarily or forcedly) abandons control over the actions performed by the trustee.

As a consequence, the trustor is uncertain about the outcome of the other's actions; he can only develop and evaluate expectations.

The uncertainty involves the risk of failure or harm to the trustor if the trustee will not behave as desired.

Niklas Luhmann (Trust And Power, 1982)

One party (trustor) is willing to rely on the actions of another party (trustee); the situation is directed to the future.

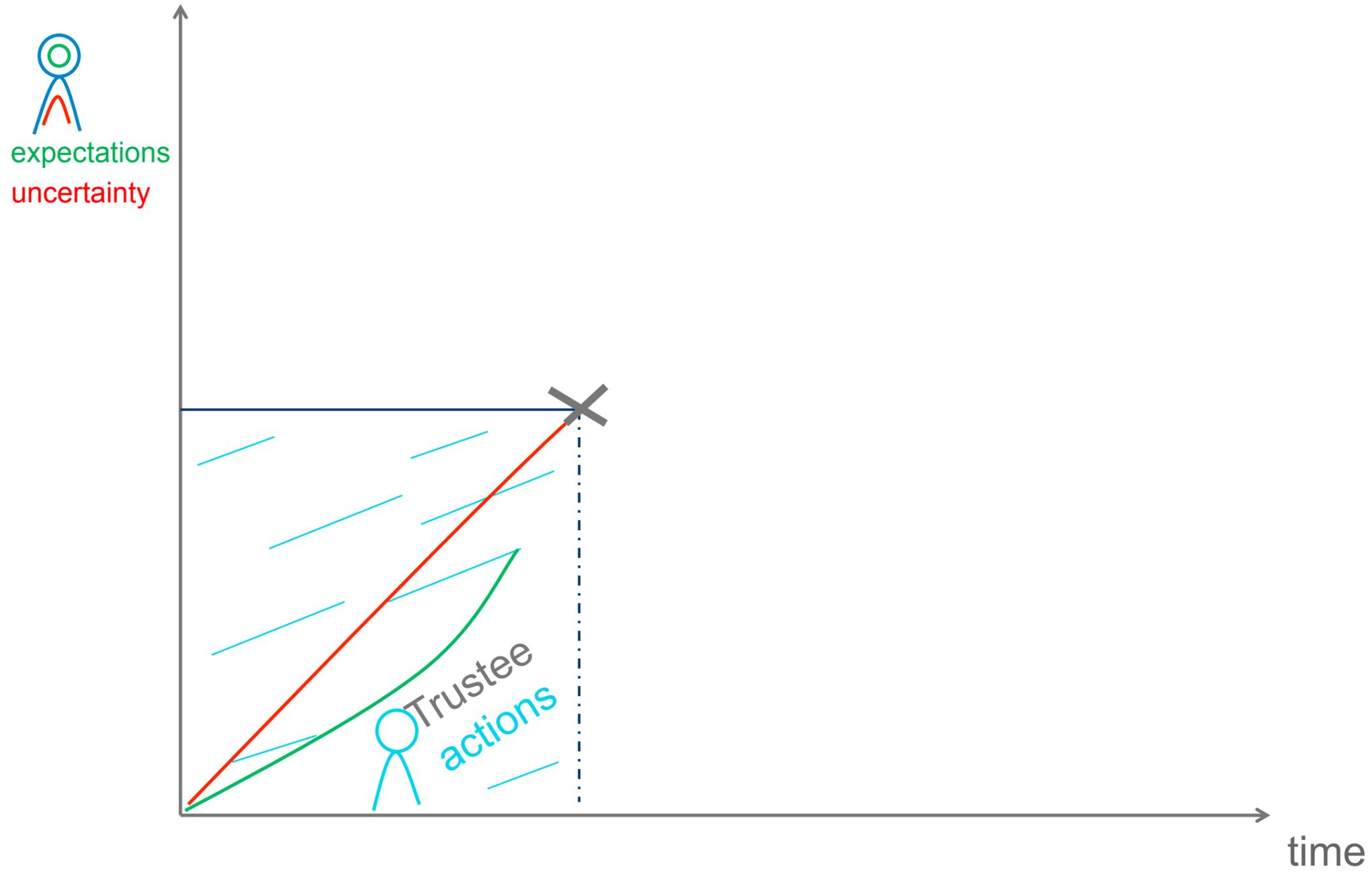
In addition, the trustor (voluntarily or forcedly) abandons control over the actions performed by the trustee.

As a consequence, the trustor is uncertain about the outcome of the other's actions; he can only develop and evaluate expectations.

The uncertainty involves the risk of failure or harm to the trustor if the trustee will not behave as desired.

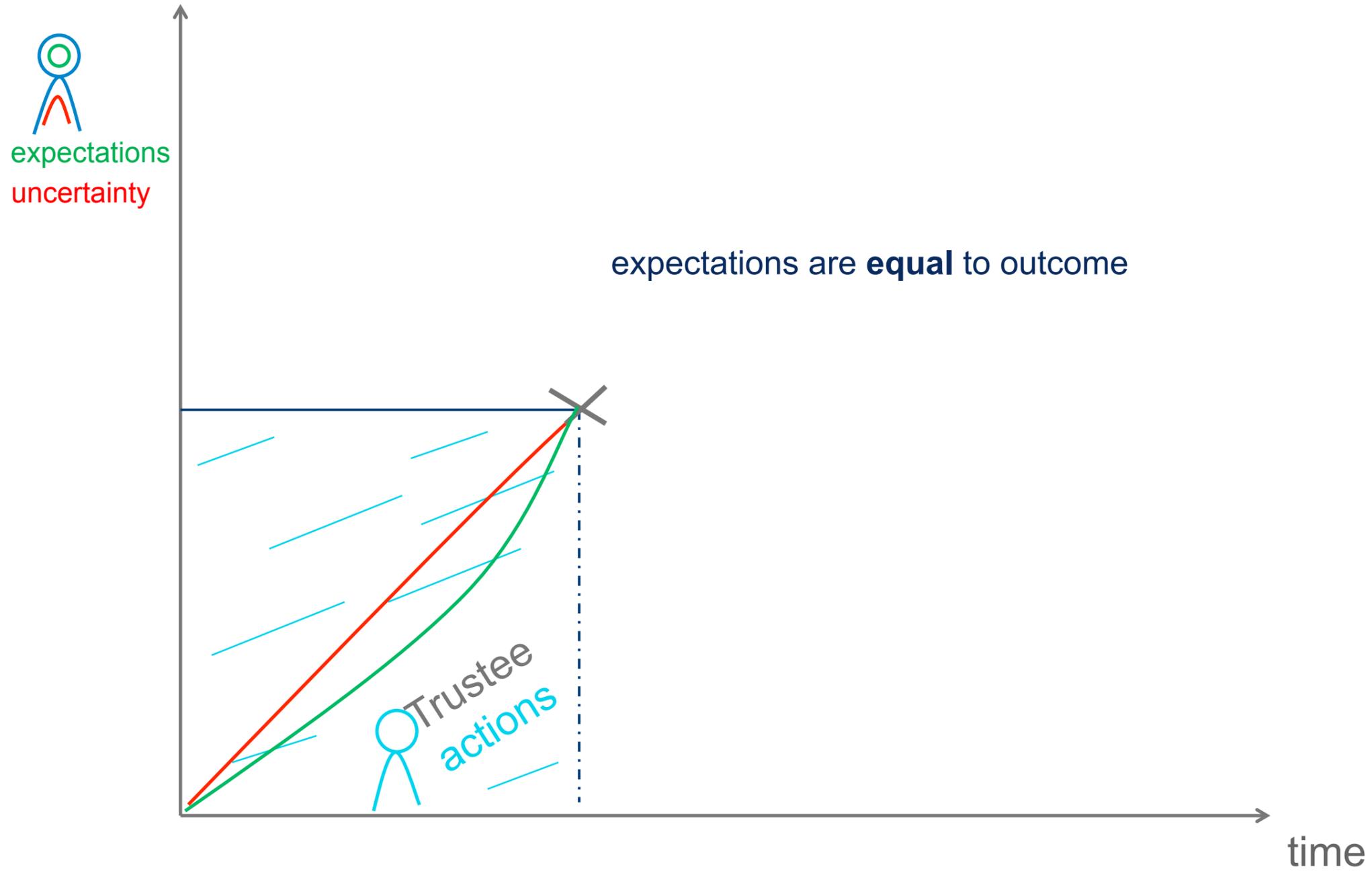
„good“ outcome

Truster
TRUST



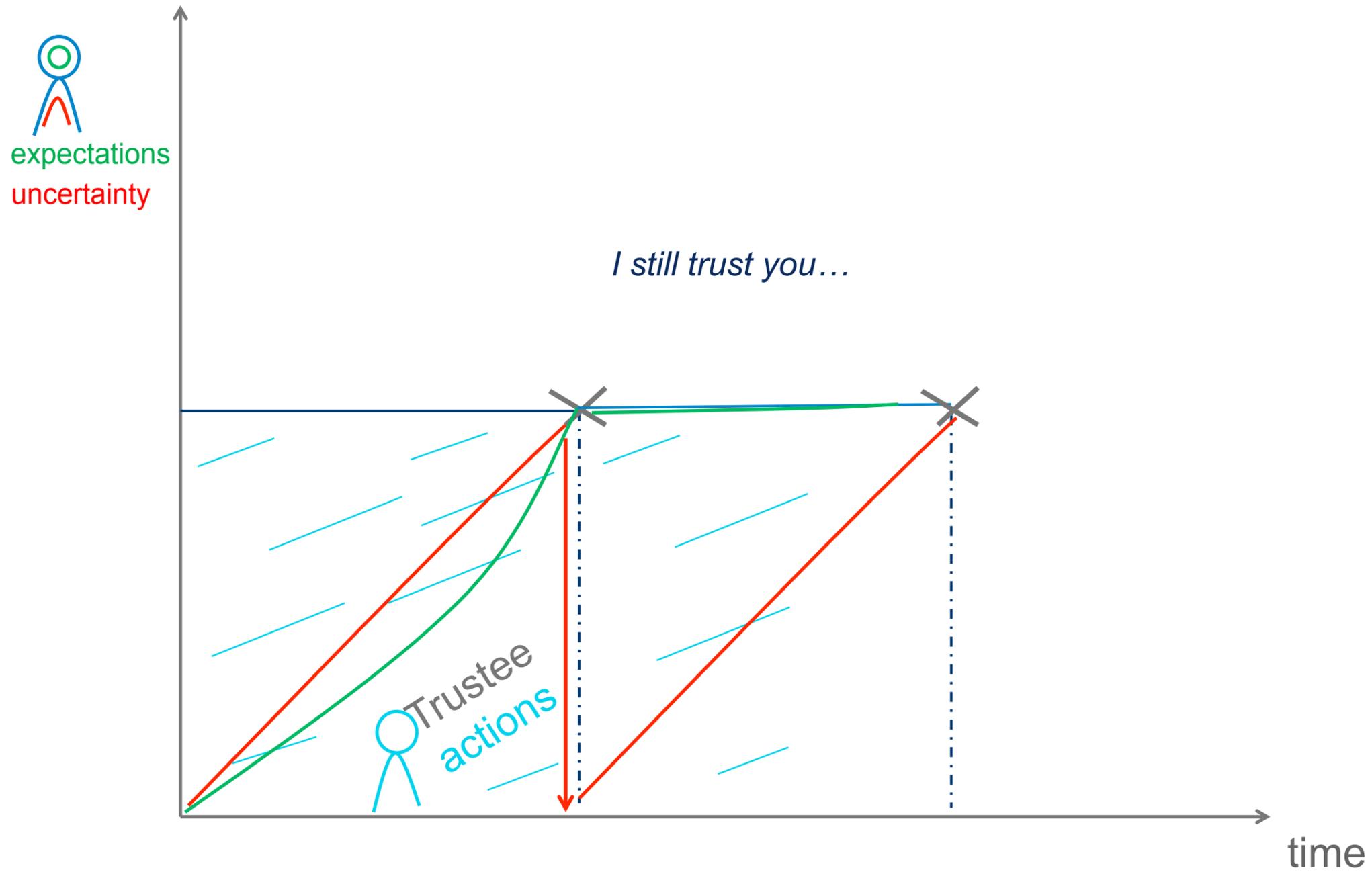
„good“ outcome

Truster
TRUST



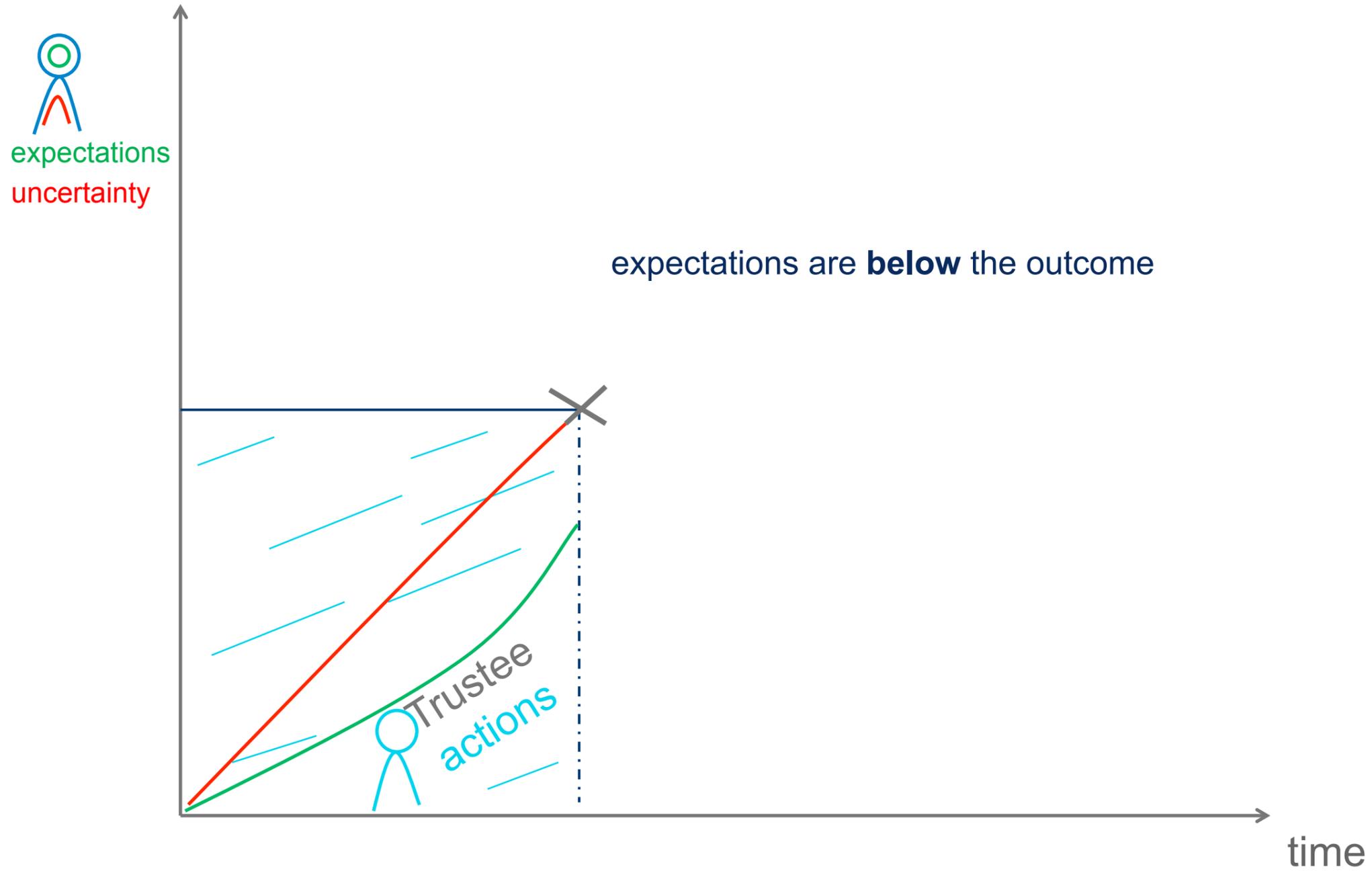
„good“ outcome

Truster
TRUST



„good“ outcome

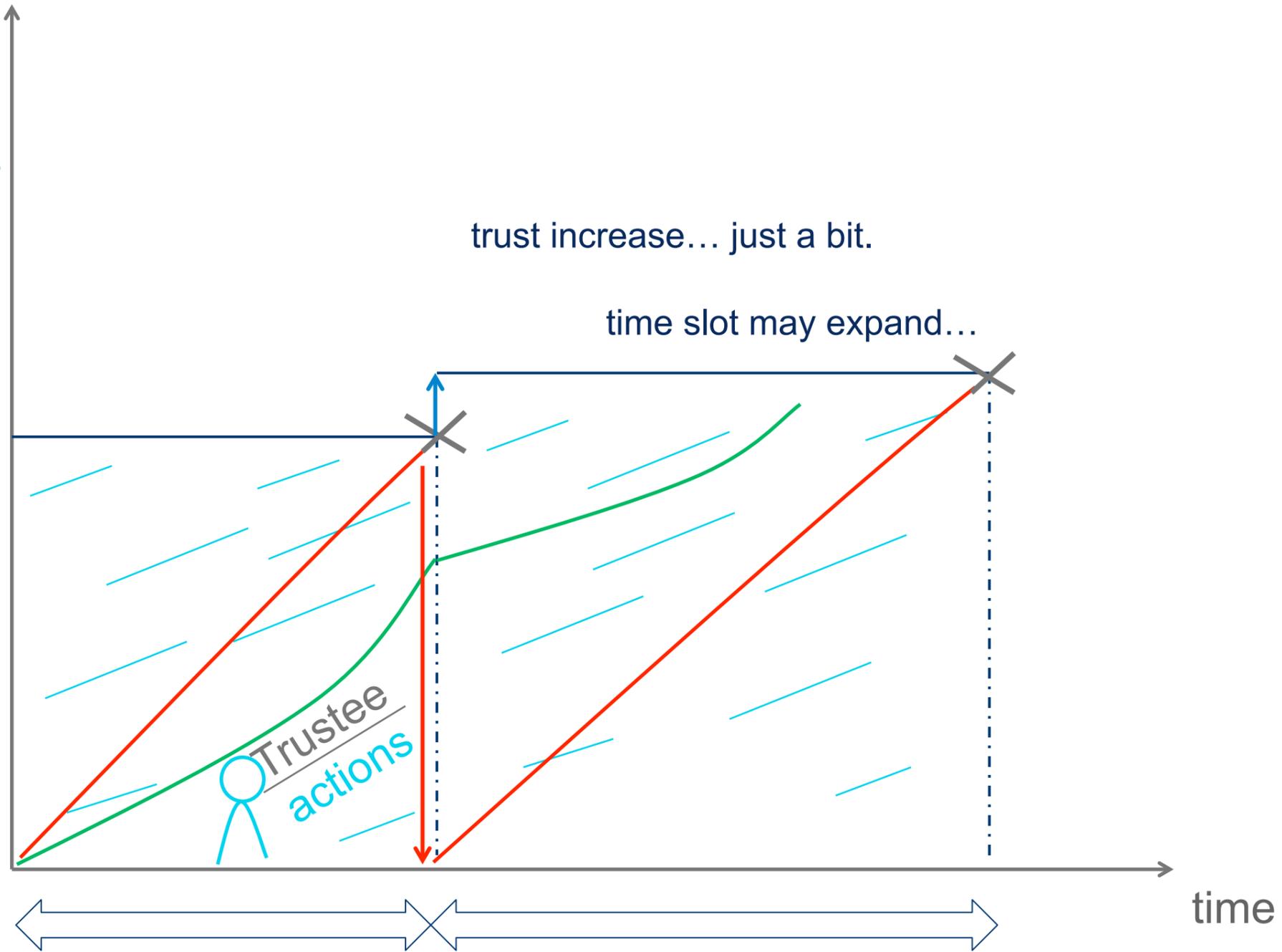
Truster
TRUST



„good“ outcome

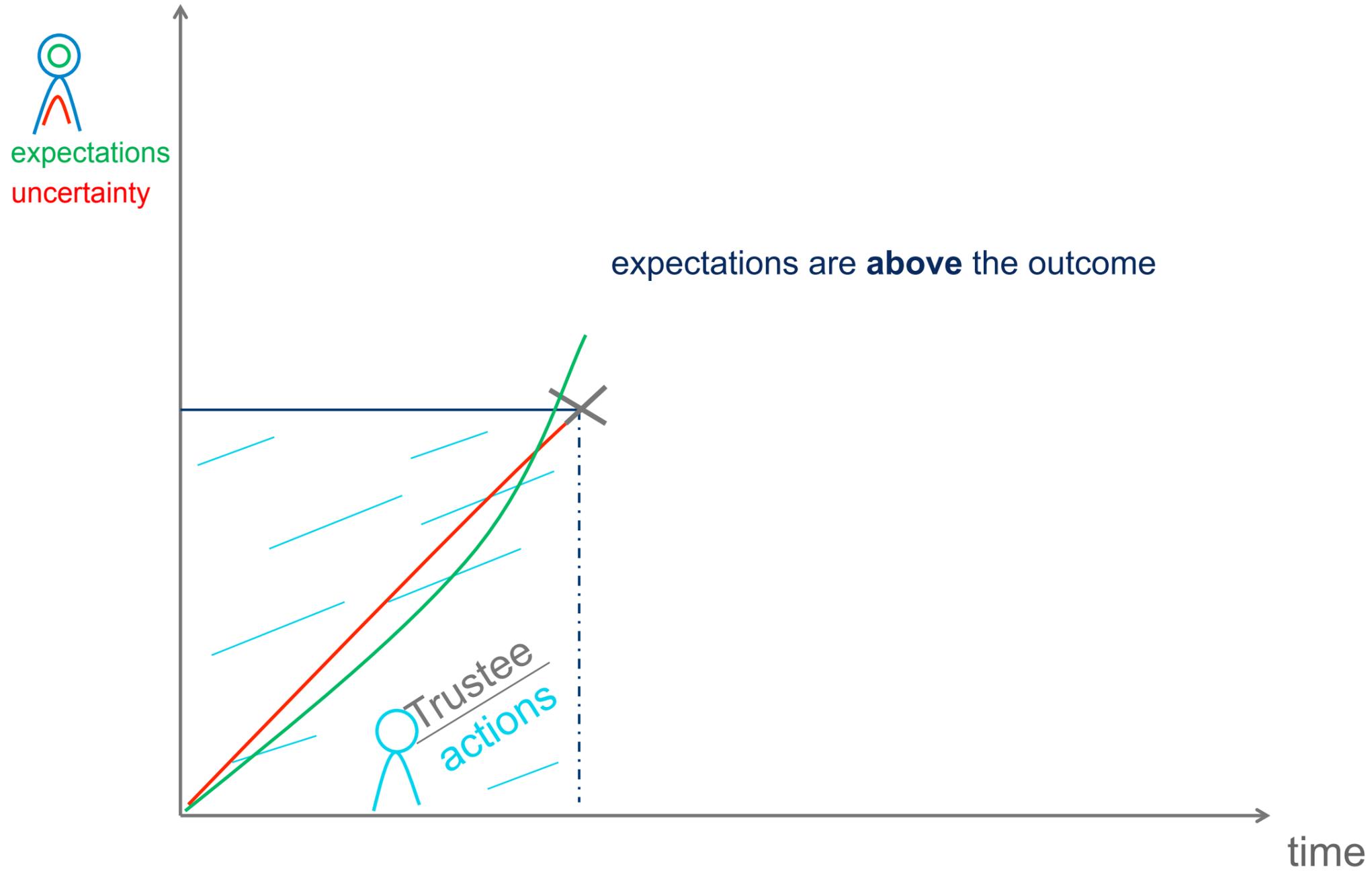
Truster
TRUST


expectations
uncertainty



„good“ outcome

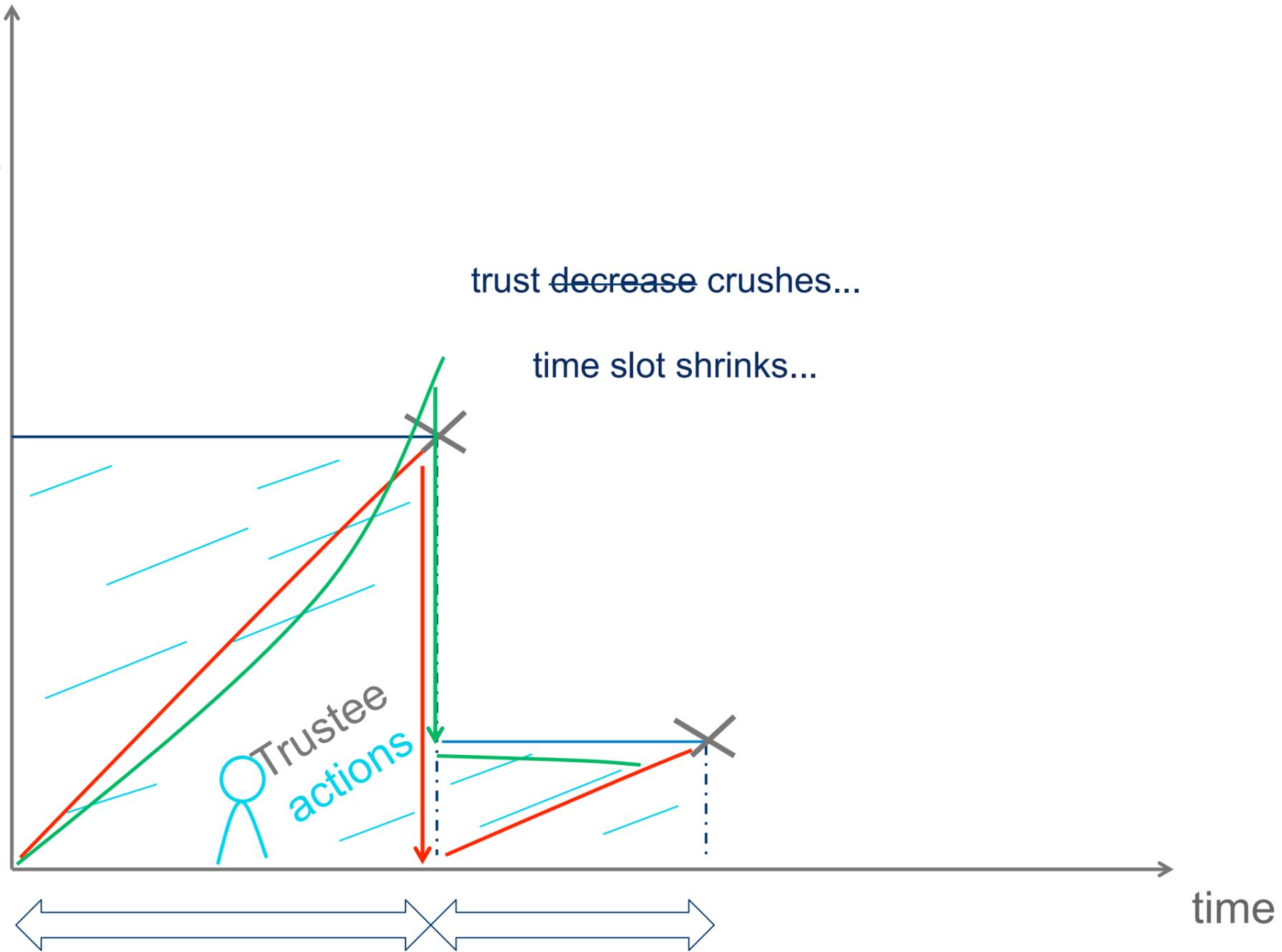
Truster
TRUST



„good“ outcome

Truster
TRUST


expectations
uncertainty



trust and technology

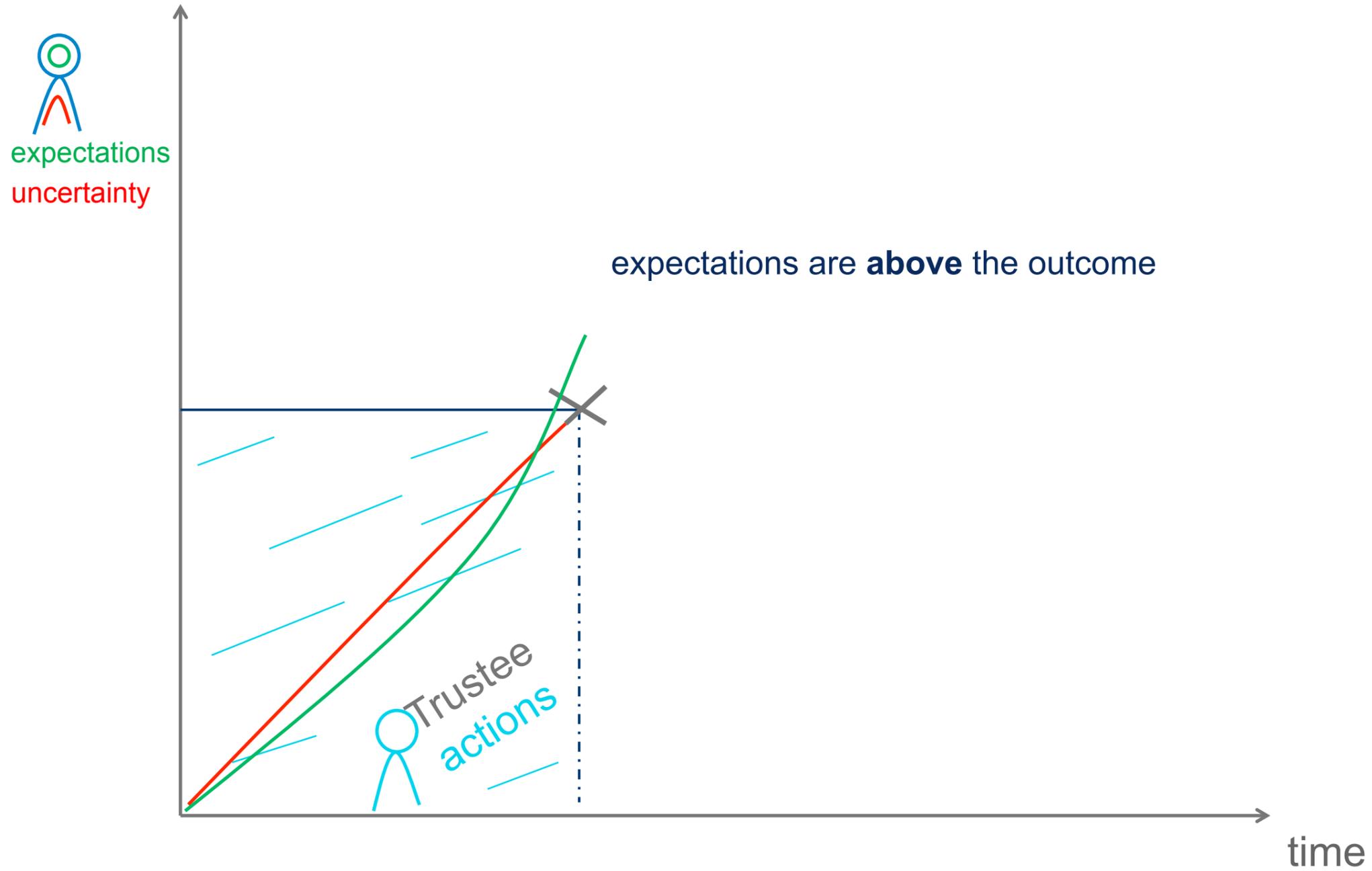
One of the key current challenges in the social sciences is to re-think how the rapid progress of technology has impacted constructs such as trust.

This is specifically true for information technology that dramatically alters causation in social systems.

Niklas Luhmann (Risk: a sociological theory, 1992)

„good“ outcome

Truster
TRUST



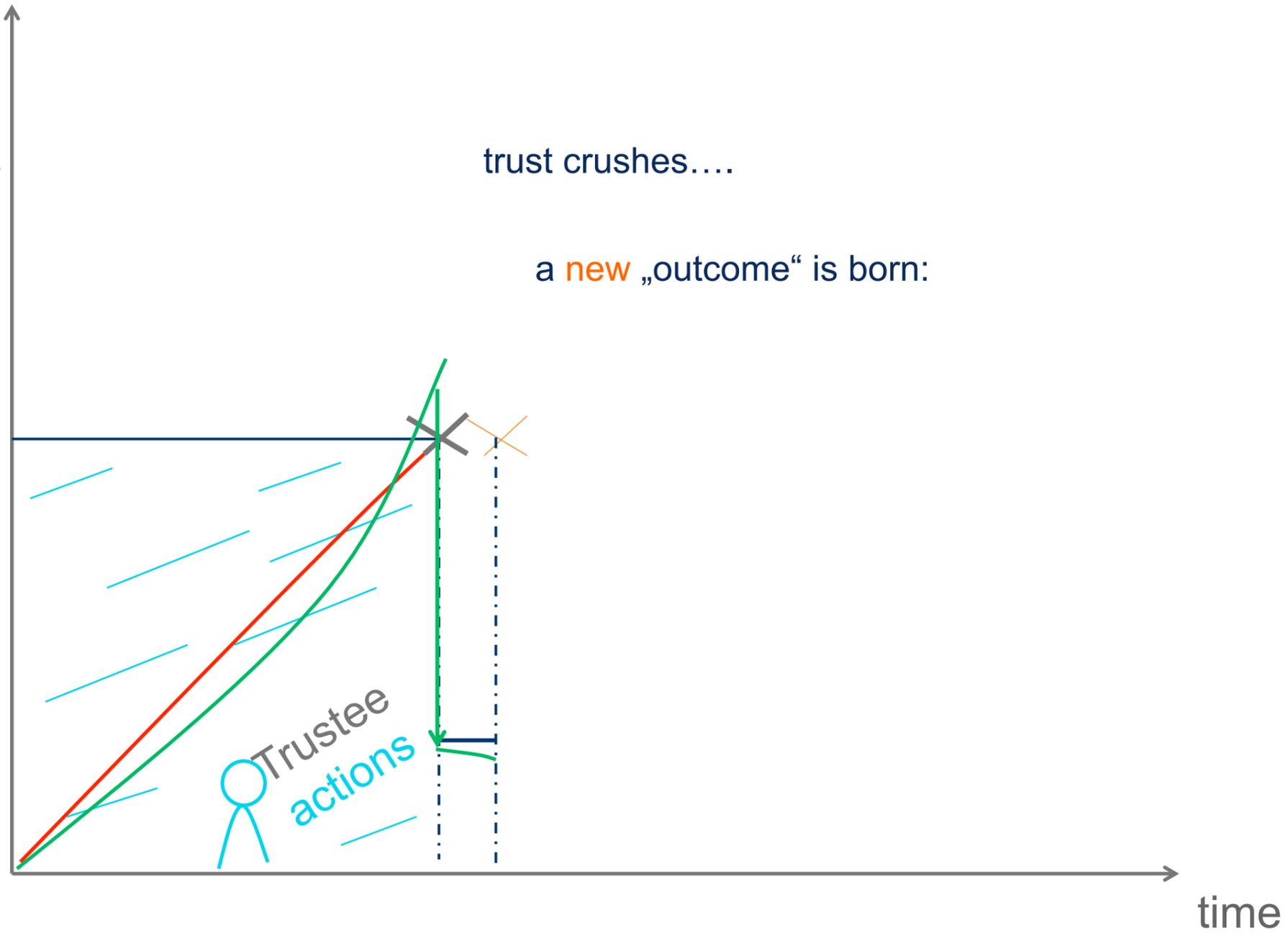
„good“ outcome

Truster
TRUST


expectations
uncertainty

trust crushes....

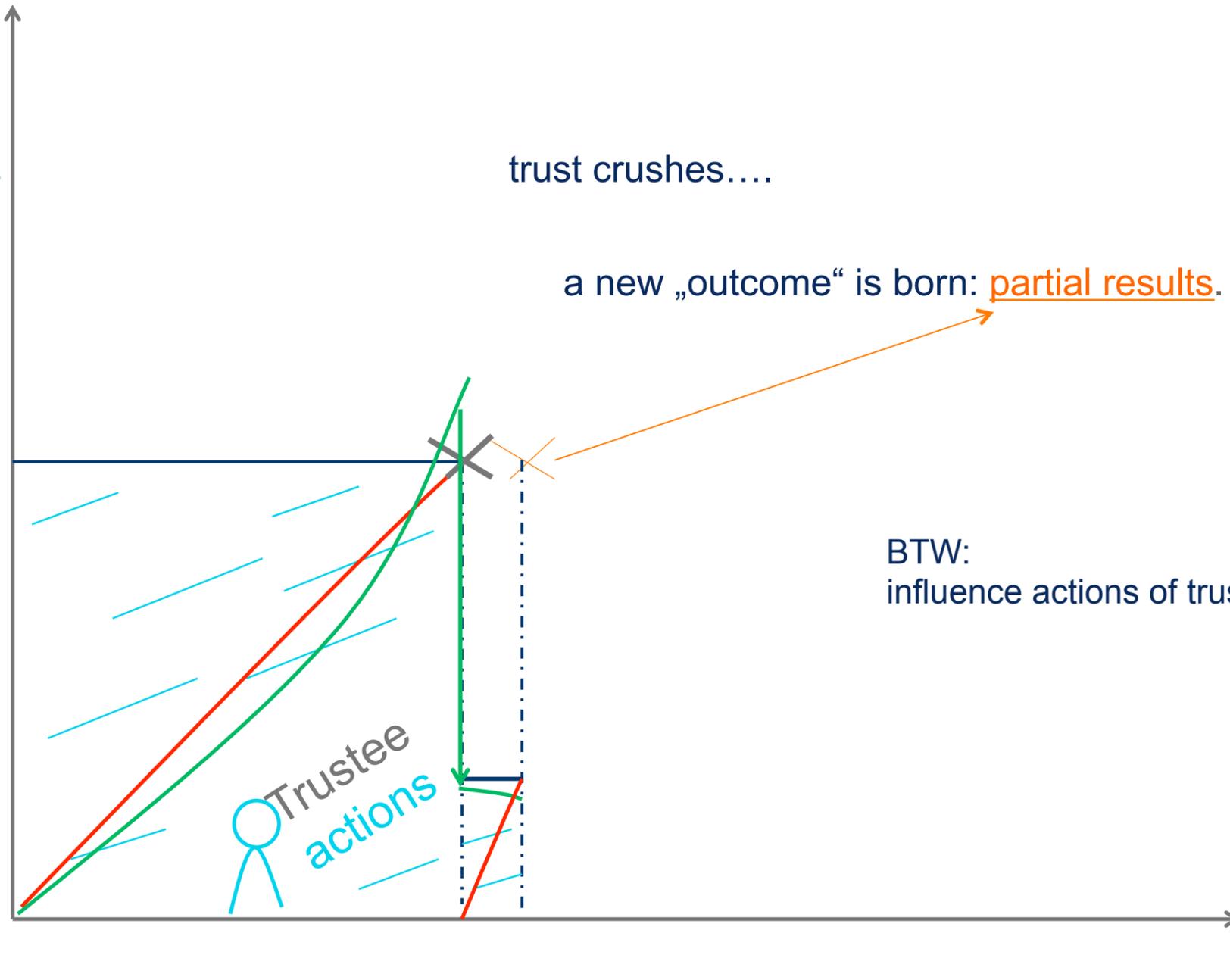
a new „outcome“ is born:



„good“ outcome

Truster
TRUST


expectations
uncertainty

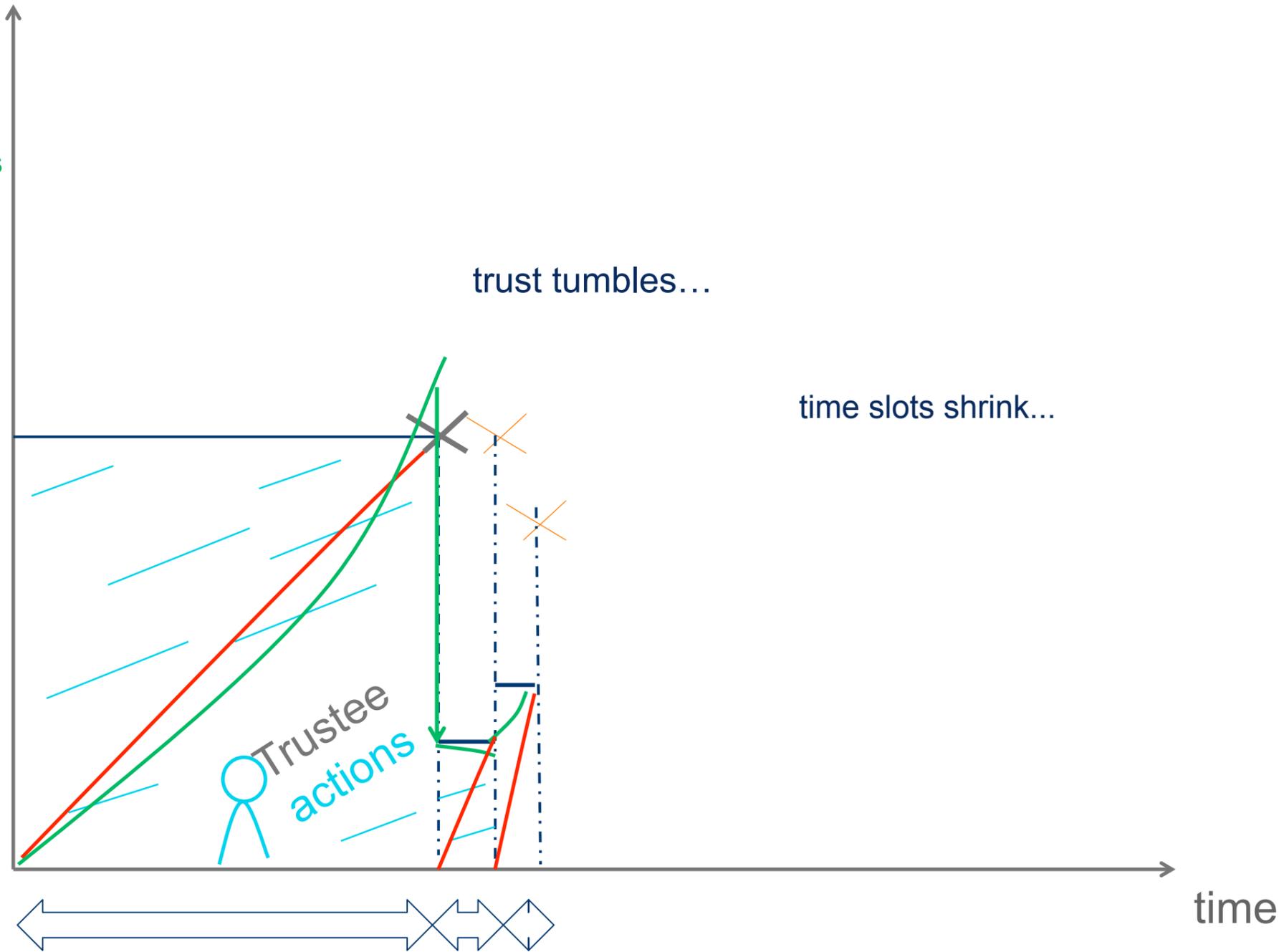


BTW:
influence actions of trustee (effort, time, energy)

„good“ outcome

Truster
TRUST

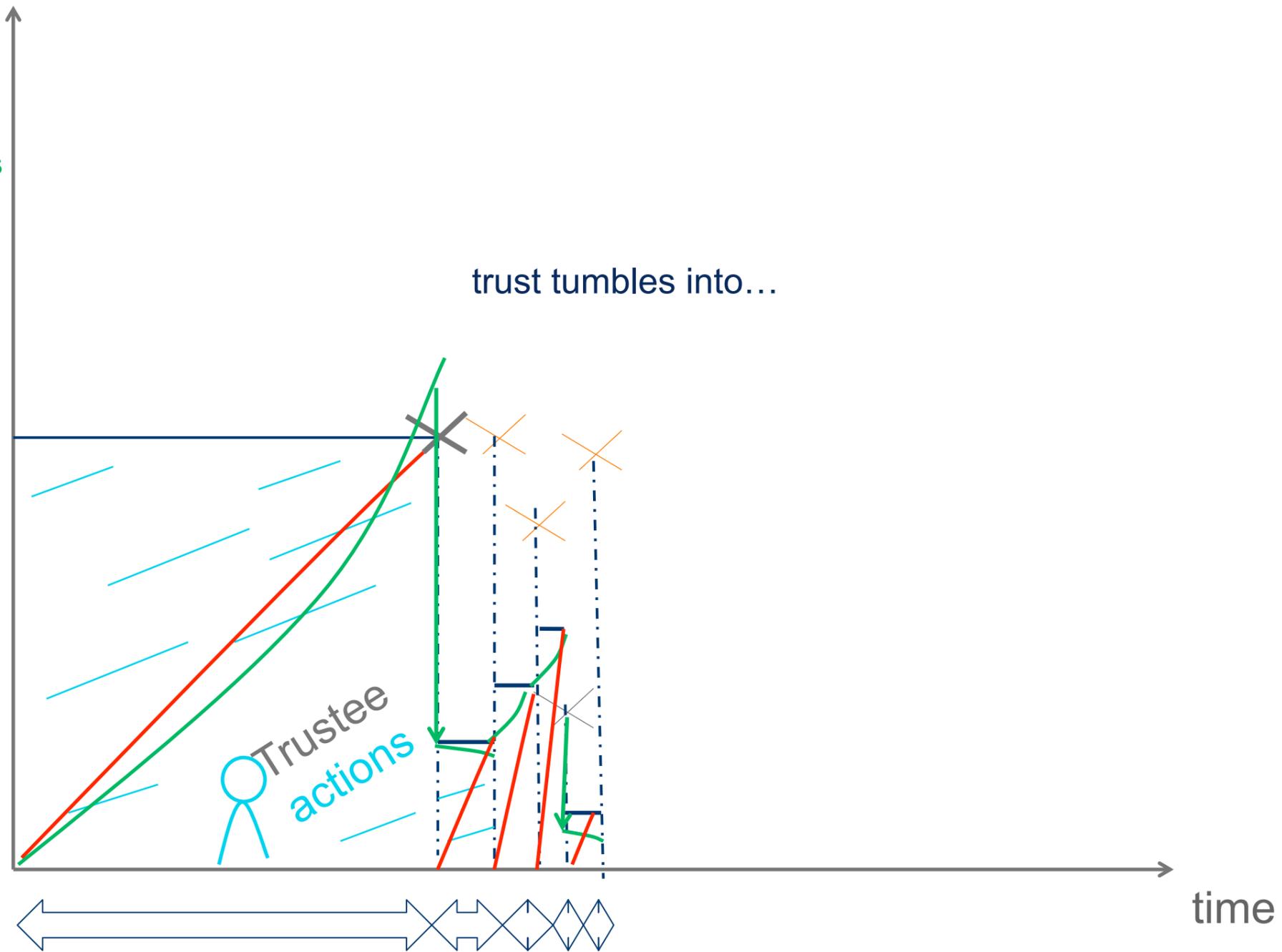

expectations
uncertainty



„good“ outcome

Truster
TRUST

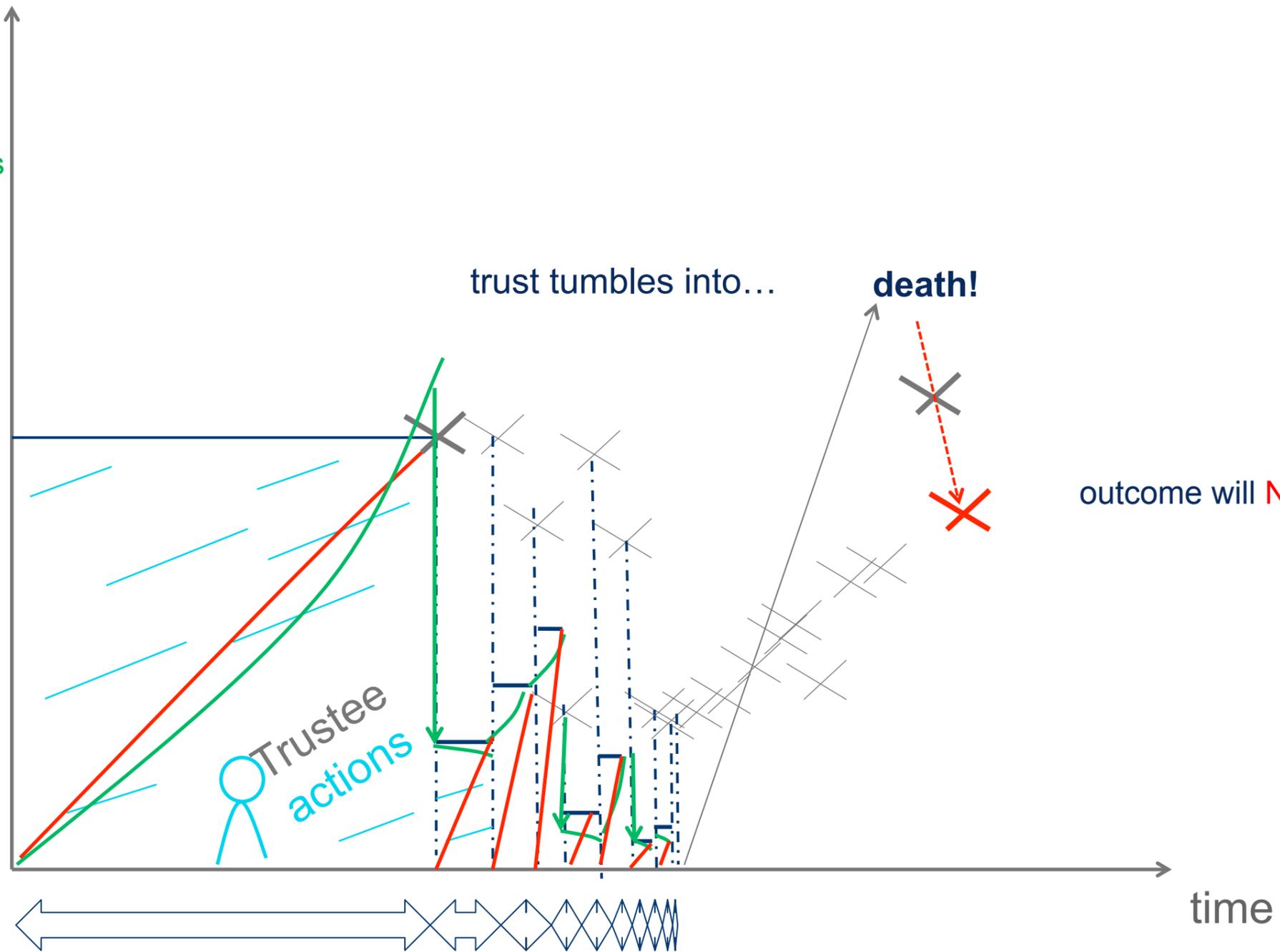

expectations
uncertainty



„good“ outcome

Truster
TRUST


Expectations
uncertainty





Micro Manager

*"There may be a fine line between
being a detail-oriented manager,
who likes to have things done 'right',
and being a (destructive) control."
(Tett, Gillian (London 2009). Fool's Gold.)*

keep in mind: trust is a complex and sensitive construct

One party (trustor) is willing to rely on the actions of another party (trustee); the situation is directed to the future.

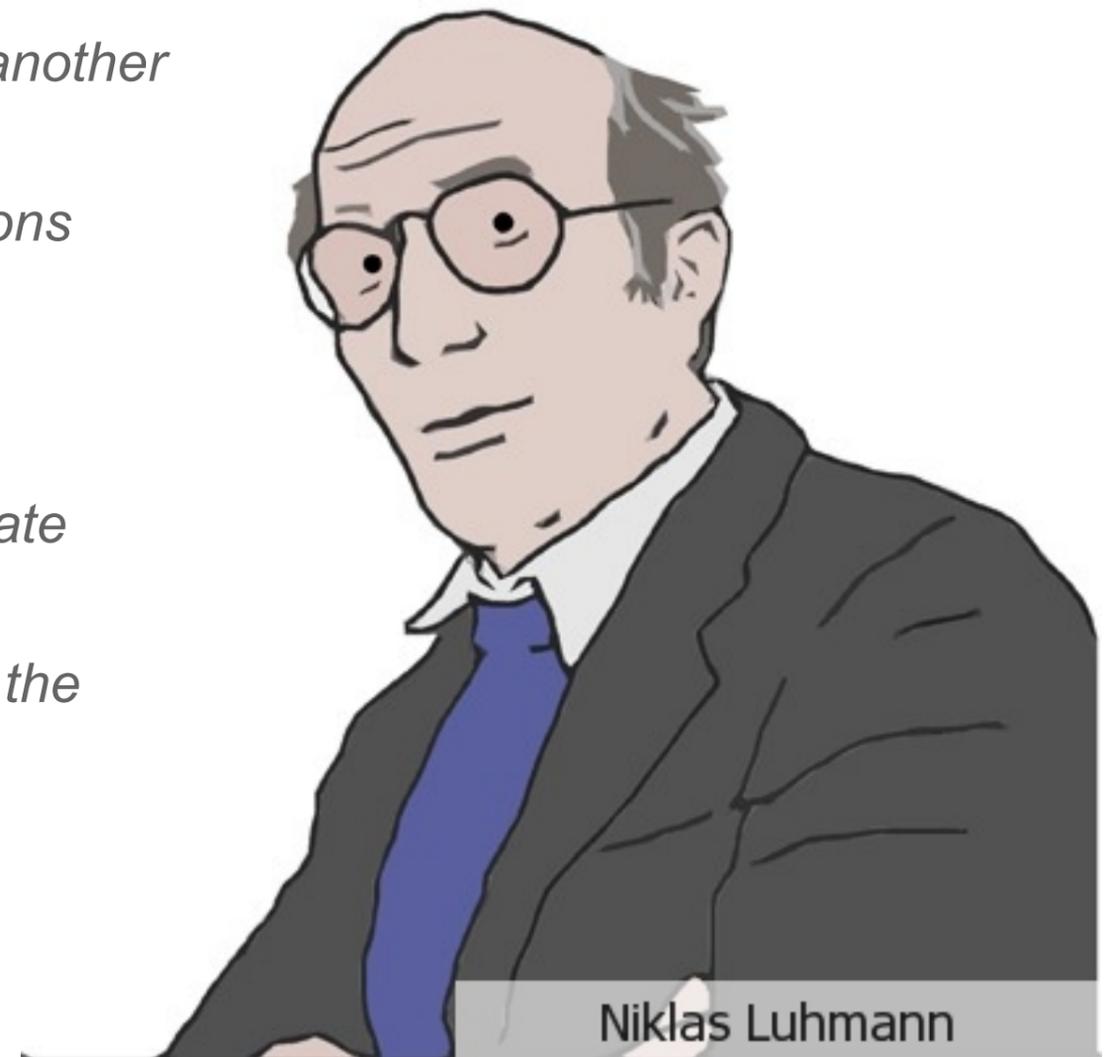
In addition, the trustor (voluntarily or forcedly) abandons control over the actions performed by the trustee.

As a consequence, the trustor is uncertain about the outcome

of the other's actions; he can only develop and evaluate expectations.

The uncertainty involves the risk of failure or harm to the trustor if the trustee will not behave as desired.

Niklas Luhmann (Trust and power, 1982)



...which we need to understand to create a culture
to achieve better outcome .

THANK YOU

& let`s stay in touch...



mathis.christian@tui.com



m.christian@fullscale-music.com



mathis@manageagile.com

