
Trust as a Productivity Multiplier



What if productivity isn't about process, but about trust?

We've all seen it: teams loaded with tools, frameworks, and check-ins, yet still spinning their wheels. Meanwhile, one team, given space and autonomy, quietly delivers above expectations. What's the difference?

Trust. Not blind faith. Not chaos. The deliberate act of letting people work *their* way.

The Problem With Control-Based Productivity

Many organisations still measure productivity by presence—how visible

someone is, how quickly they respond to messages, how full their calendar looks. In this model, *busy* equals *effective*, and structure is enforced through surveillance rather than support.

Here's the problem: productivity rooted in control tends to create the exact opposite of what it intends.

When we focus on tracking hours instead of outcomes, we end up rewarding the appearance of work, not the actual impact. Employees spend more time demonstrating they're working than actually doing meaningful work. It's how you get full days spent in meetings, endless status updates, and entire roles dedicated to managing dashboards rather than solving problems.

This isn't just inefficient—it's demoralising.

Control-based environments often lead to:

- **Micromanagement** disguised as accountability. Frequent check-ins become checkpoints. Autonomy shrinks, and creativity dies on the vine.
- **Productivity theatre**, where people feel they must be seen to be working. Logging on early, replying instantly, staying late—not because it's effective, but because it's expected.
- **Cognitive overhead**, where people are more focused on *how* they work being judged than on the *work* itself. This drains energy, slows down decision-making, and leads to burnout.

Because control often scales through technology such as monitoring tools, rigid workflows and prescribed checklists it sends a clear signal: “We don't trust you.”

That message is corrosive. Even high performers begin to disengage when they feel their judgment isn't valued. Talented people won't stay where they're treated like cogs in a machine.

It's also worth noting that control-based systems often fail to account for individual variation. We talk about inclusion and belonging, but control assumes everyone thrives the same way, works the same hours, responds to pressure the same. That assumption marginalises those who think differently, process information differently, or simply operate on a different rhythm.

When we design for control, we optimise for conformity. When we design for trust, we unlock *capability*.

What Trust Looks Like in Practice

Trust isn't abstract, it shows up in everyday interactions, policies, and decisions. It's not just what leaders *say* but how they *operate*. A high-trust environment is one where people are empowered, supported, and treated like capable adults.

So, what does that actually look like?

1. Clear expectations, flexible execution

Trust doesn't mean letting go of structure altogether. It means being crystal clear about *what* needs to be achieved, while allowing flexibility in *how* it gets done. You might set a quarterly outcome or a team goal, then step back and let your team decide how best to approach it. This gives people space to align their strengths, preferences, and energy with the work.

Rather than asking, "Are you at your desk by 9?" — ask, "Are we moving toward the right outcomes?"

2. Autonomy without abandonment

Some leaders fear that trusting people means leaving them to figure everything out on their own. But autonomy doesn't mean absence—it means shifting from control to support.

Trust shows up when managers act as enablers:

- Removing roadblocks
- Providing context, not commands
- Checking in to offer help, not to monitor progress

It's a conversation, not a scoreboard.

3. Flexibility that works both ways

Trust allows people to work in ways that suit their lives and rhythms. Some are more focused early in the morning, others later in the day. Some think best on a walk, not in a chair. A trusting workplace gives room for that variation—without penalising people for being different.

This could look like:

- Asynchronous communication instead of live meetings
- Optional camera use during calls
- Core collaboration hours rather than rigid 9–5 blocks
- Space for neurodivergent working styles without exception requests

Trust respects the *individual* in the collective.

4. Confidence in capability

One of the most powerful expressions of trust is *not interfering*. When leaders constantly step in, tweak, or double-check, they unintentionally send the message: “I don't think you've got this.”

Trust looks like:

- Delegating decisions without second-guessing
- Giving new hires real responsibility early on
- Allowing mistakes to happen and framing them as learning opportunities

When people feel trusted to lead, they grow into it.

5. Transparency, not surveillance

Finally, trust-based systems don't need invasive oversight to keep things on track. They rely on transparency and shared accountability instead of top-down reporting and micromanagement.

This could include:

- Shared Kanban boards or goal trackers
- Clear communication protocols
- Regular retrospectives and open feedback loops

It's not about *watching*, it's about *seeing* each other's work and aligning around it.

In short: trust looks like clarity, freedom, belief, and respect all working together. It's when the people closest to the work are empowered to own it, shape it, and improve it. It starts with leaders willing to let go of control in order to create space for *capacity*.

The Multiplier Effect of Trust

Trust doesn't just feel good, it changes how people *work*.

When trust is embedded in a team's culture, it acts like a multiplier. It doesn't just add to productivity; it *amplifies* it. People move with more

confidence, collaborate with greater honesty, and solve problems faster because they're not spending mental energy on second-guessing, politics, or performance theatre.

Here's how that plays out in practice:

- **Ownership increases.** When people are trusted to make decisions and shape their work, they take more pride in it.
- **Decisions speed up.** In high-trust teams, people move quickly and adapt fast because they know they have backing.
- **Psychological safety improves.** People are more willing to share ideas, admit mistakes, and be human.
- **Stress goes down, motivation goes up.** Trusted people feel safe—and they thrive.
- **Engagement deepens.** People don't engage with processes. They engage with *purpose*.

A high-trust culture doesn't just change what people do, it changes perceptions, what they believe they're capable of.

Real-World Benefits

Trust isn't just a theory, it changes what teams *actually experience* day to day. And when leaders shift from controlling how people work to empowering *why* and *what* they work on, the results speak for themselves.

Let's start with the human side.

A senior developer I worked with once told me he felt “more like a human and less like a resource” after being allowed to manage his own schedule. That shift in trust didn't just boost his performance; it restored his pride.

Another team, previously bogged down in approval loops, was given full

decision-making authority. They delivered early, under budget, and left the project more bonded than when they began.

In trust-driven environments, we often see:

- **Lower attrition**
- **Faster onboarding**
- **More innovation**
- **Better collaboration**

Simple changes like optional meetings, outcome-based goals, flexibility by default create compounding effects. People do more, care more, and stay longer.

Why Trust Feels Risky and Why It's Worth It

Trust can feel like a gamble. It's vulnerable. It's uncertain. But the bigger risk is *not* trusting.

Control might feel safe, but it guarantees disengagement. When people feel watched instead of supported, they stop taking ownership. They do just enough to stay out of trouble; not enough to make a difference.

When you trust people:

- They speak up
- They move faster
- They grow stronger

Yes, someone might let you down. But designing around exceptions punishes everyone else. Most people want to do good work—trust gives them the conditions to actually do it.

The bold choice is to trust first and in the long run, it's the

most productive one.

How to Start Building a Trust-Driven Culture

Creating a culture of trust isn't about flipping a switch it's about small, intentional actions repeated consistently. Here's where to begin:

1. Set outcomes, not hours

Define what success looks like, then let people decide how to get there. When people own the outcome, they engage more deeply with the process.

2. Reframe check-ins as support, not surveillance

Ask, "What's getting in your way?" instead of "What have you done?" Focus on removing blockers, not reviewing timelines.

3. Normalise different work styles

Create space for diverse ways of thinking, working, and communicating. Flexibility isn't a perk it's a productivity enabler.

4. Invest in transparency — not control

Use shared boards, open updates, and visible goals. Let people see the work instead of being asked to prove it.

5. Model the behaviour you want to see

Be honest. Admit mistakes. Give away ownership. Treat people like

adults and they'll rise to meet you.

Trust is built one conversation, one decision, and one empowered person at a time.

Trust Is a Culture, Not a Perk

In the end, trust isn't something you add as a benefit. It's a cultural foundation.

It is what transforms good teams into great ones, and what helps people feel not just *productive*, but *valued*.

**Because when people feel trusted, they take responsibility.
When they feel watched, they take cover.**

So ask yourself: Are your systems built on trust or on control? And what could your team achieve if they were truly free to work their way?

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