

**Management by Trust Instead of Fear.
How positive rewards gets people to do what you want!**

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Management is the act of directing, guiding and controlling workers. The purpose of management is to encourage individuals to work together in a happy environment. How one "manages," however, is critical to team performance and the worker's quality culture.

Management of workers, like teaching and training, relies on negative or positive reinforcement for an individual's actions. Negative reinforcement builds fear; positive reinforcement builds trust.

Fear focuses on what was done wrong and puts workers down by belittling them to make them feel unworthy. Trust focuses on what was done right and evaluates how much was achieved, which makes workers happy and more likely to perform even better the next time.

Fear isolates a worker by using public humiliation as a weapon. This action encourages workers to avoid public contact with management. Trust talks quietly and never reprimands a worker in front of another. Everything remains confidential inside one-to-one private meetings.

Fear says "Do this" or you'll be punished. Fear holds the worker's job just out-of-reach and never gives them a sense it belongs to them. Trust leads by example and says "do this" along with decision making, capable to the worker, making them feel the job is truly theirs.

No one likes a manager who rules by fear. Fear causes workers to care less about their function; so everyday they just punch the clock to get a paycheck. Everyone likes a person they trust. As trust increases workers take pride in the function they perform for the company.

Fear leads to animosity and bitterness between team members. Rather than fostering productive team values, fear makes workers individually compete against each other. Trust creates team players who enjoy working together for the common good of the company.

Fear leads people to say "This isn't my problem." Trust leads workers to be accountable for their actions. Workers learn from their mistakes to prevent the same problem from reoccurring. Trust builds understanding that we are all in the same boat and as a company we sink or swim.

Fear destroys creativity and freezes employees into mindless patterns. Trust fosters workers to find better ways to do their jobs. Fear makes workers afraid of change. Trust improves the workers ability to anticipate and adapt to change and not be afraid of failure or trying new things.

All worker behavior, good or bad, can be modified by using simple positive reinforcement based on trust. If the reinforcement occurs at the same time as the worker's positive action, the effect increases the likelihood that the positive action will occur again.

Trust, administered by a positive person, is a powerful management control tool. Setting positive role-model examples, offering simple words of encouragement and talking privately encourages workers to improve their individual performance, team ethics and work quality.

Trust is enhanced by rewarding workers for a job well done: a simple pat on the back, a handshake or getting off early. What's important is to recognize all workers' achievements, even small ones. Start by simply saying, "Good Job" in front of fellow workers and managers.