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During his early work history, Adam Pisoni, founder and CEO of Abl Schools, grew suspicious of poorly designed leadership systems that manage through lack of trust and fear. Inspired by his experience, he created a trusting work culture. Designing systems and processes around trust instead of fear gave his team the transparency and community needed to excel in their roles.



## Transcript

- I was very suspicious of the dogma attached to particular methodologies because I had had enough experience to know that a lot of engineering methodology, product development methodology, company design, is actually designed around helping poor companies run well.. It's like, you know, how do we make it so we've already hired people who don't trust us and we don't trust them.. How do we have a system that works in light of that? And so there were so many systems and processes that I saw that were designed to handle mistrust as opposed to systems and processes that are meant to create transparency so that people have alignment and know what they're doing but have assumed trust and so I remember leaving my early companies feeling like, wow, you know, we still needed process and I'm a big believer in systems and process and organizational structure as a means of achieving goals, but you design them totally differently when you're designing on the basis of trust versus on the basis of ah, you know, I've just hired all these people and I have to make sure they don't mess up.. So I think that was a key early lesson...