

TRUST SHOULD BE DESIGNED

*As organisations adopt AI,
conversations about trust often
begin with governance.*

Policies. Controls. Risk assessments. Compliance. These things matter.

But they are not trust. They are mechanisms that help create it.

Trust is something much bigger.

Trust is confidence.

- Confidence that technology is doing what it was designed to do.

- Confidence that decisions can be understood and explained.

- Confidence that people remain accountable.

- Confidence that the organisation can identify issues, respond when something changes and continually improve over time.

Without that confidence, AI may be implemented, but it will never be fully embraced. And without trust, organisations rarely realise the value they expected.

Which is why we're asking the wrong question.

THE QUESTION ISN'T

*“How do we
govern AI?”*

THE QUESTION IS

*“Have we intentionally
designed something
people can confidently
rely on?”*

That's a fundamentally different conversation.

Trust doesn't begin when technology is deployed.

It begins much earlier.

It begins when organisations decide what they are trying to achieve, who remains accountable, how decisions will be made and how technology will support—**not replace**—human judgement.

*Trust isn't a milestone. **It's a capability.***

- *It is intentionally designed.*
- *It is tested before technology is implemented.*
- *It is reinforced throughout implementation.*
- *It is sustained through effective governance and oversight.*
- *It is continually improved as technology, organisations and expectations evolve.*

As capability increases, so does the importance of trust.

YESTERDAY

Most organisations were experimenting with chatbots.

TODAY

They're piloting AI agents that analyse information, make recommendations and complete increasingly complex tasks.

TOMORROW

Those systems will work together, coordinate decisions and operate with greater autonomy.

*The question is no longer “Can AI do this?” It's becoming: “**Can we confidently rely on it?**”*

We're designing more than technology.

The model. The prompts. The architecture. Those matter — but they're only one part of what we're designing.

We're also designing

- *how people work.*
- *how decisions are made.*
- *how accountability is maintained.*
- *how governance operates.*
- *how risks are monitored.*
- *how technology and people collaborate.*
- *how issues are identified.*
- *how organisations respond when trust is tested.*

Trust doesn't emerge from technology alone. It emerges from the way an organisation intentionally designs its people, processes, governance and technology to work together.

The opportunity isn't to automate everything.

It's to intentionally design where AI creates the greatest value, where human judgement remains essential and how the two complement each other. Some decisions should always remain with people. Others may be safely automated. Many will sit somewhere in between.

THREE THINGS YOU CAN DO TODAY

01

Design trust from the beginning.

Don't wait until implementation to think about governance, accountability and oversight. Build them in from day one.

02

Decide where human judgement belongs.

Be intentional about which decisions AI can support, which it can automate and which should always remain with people.

03

Ask one simple question.

“Have we intentionally designed something people can confidently rely on?”

If the answer is uncertain, revisit the design before expanding the capability.

When that confidence exists, trust becomes a *consequence of good design* rather than an aspiration after deployment.

“Trust is designed. It is tested, implemented, sustained and continually improved.”

01 *Technology should be intuitive.*

02 ***Trust should be designed.***

03 *Value should be realised.*