



# Leader As Coach

## Lesson 5: The Importance of Trust

### *The Big Idea:*

“Trust is the glue of life. It’s the most essential ingredient in effective communication. It’s the foundational principle that holds all relationships.

Stephen Covey

An important posture of a coach is to have an authentic commitment to developing others. When people see that you care about their development, you will gain their trust and loyalty in return. When people have personally and professionally grown as a result of your coaching and development, their loyalty and commitment to God, you, and the organization will also grow. This is the heart of a coach, investing yourself in the transformation of others. When the person you coach observes consistent and sincere concern for their well-being and advancement, they will begin to share personal and sensitive topics with you in the coaching sessions. As their coach, establishing and maintaining trust is the most essential ingredient to the entire process.

This lesson will discuss the meaning of trust, its relationship to coaching and how a coach can build trust in the coaching relationship.

◆ *Leader’s Notes* ◆  
***PRAY! PRAY! PRAY!***

### *A Question to Consider:*

*What are some of the indicators that your team trusts you? How do you demonstrate that you are trustworthy?*



### **What is Trust?:**

Trust in the realm of coaching, could be defined as the ability to instill confidence and reliance in you by being fair, truthful, honorable, and competent in what you do as a coach. To reiterate, trust is simply confidence! The opposite of trust is distrust, which is suspicions. When you trust someone, you have full confidence in their ability, character and motives towards you but when you do not trust someone, you have suspicion of them and their purpose. Trust is something that is not built overnight but rather is developed over time based upon what one has observed and concluded about your behavior and speech. Without trust in the coaching experience, success will be slim to none. If a coachee does not trust the coach, then they will not believe the coaches’ words, sentiments or expressions. There is an anonymous quote that says, “Without trust, words become the hollow sound of a wooden gong. With trust, words become life itself.”

### **Building Trust:**

Building trust must be a sincere desire of the coach. It requires an investment in time and emotion. Anything less will not foster a trusting relationship between the coach and coachee. The coaching session should be a place where the coach and the coachee can discuss things openly. This is important because without candid and honest conversations, it will be challenging to get to the root cause of issues that could be hindering the coachee from reaching their desired goals.

### **Consistency:**

Consistency is another way to build trust. The coaching experience is a purposeful event that should happen on a regular basis. The consistency will help to establish and maintain trust because the coachee will see over a period of time that the coach is truly committed to their development. Building trust takes practice and dedication to being sensitive to the coachee’s need.

### **Addressing Challenging Situations:**

As a coach sometimes you will have to discuss challenging issues or even hold the coachee accountable to goals and actions plans the coachee has perhaps missed. The challenge is presented in a way that speaks of areas of improvement and development versus criticism and punishment. Coaches avoid using the coaching session as an opportunity to reprimand, share negative information, or punish the coachee, even if you are their boss or supervisor. If a leader needs to address performance problems, inappropriate behavior or crucial concerns, then that leader should have a separate meeting to discuss those matters directly. Coaching could be one of the strategies offered to the staff member to address the concerns leaders may raise in the staff meeting but not conflated with staff meetings to “kill two birds with one stone.”

Leaders must be mindful not to embarrass staff members by addressing personal and professional issues in front of other employees. This type of behavior will not build trust but mistrust. The same applies to the coaching session. Remember that the coach is not there to make any judgement or decisions for the coachee. The coach’s job is to listen and walk with the coachee as they decide their goals and plans of action. An effective coach strives to make the session a haven for encouragement and development as opposed to a place of stress and discouragement. Without an atmosphere of trust, a coach will not be able to coach well.

### ◆ Leader’s Notes ◆



### *A Thought to Ponder:*

When someone trusts you they also trust your motives but when they do not trust you, they question your motives.

**A Thought: What are the negative effects of mistrust to your team’s dynamics and productivity? What are the things you have in place to gauge the condition of trust on your team?**

### *What Difference Would It Make:*

#### *8 Ways to Build Trust:*

- 1. Maintain positive body language*
- 2. Listen to them intently and speak less*
- 3. Always show respect*
- 4. Keep things confidential*
- 5. Keep your promises*
- 6. Be honest and transparent*
- 7. Be confident*
- 8. Tell them you believe in them*

### *Suggested Resource:*

## **The Speed of Trust**

By Steven M.R. Covey

[https://www.amazon.com/SPEED-TRUST-Thing-Changes-Everything/dp/1416549005/ref=sr\\_1\\_1?ie=UTF8&qid=1516132372&sr=8-1&keywords=speed+of+trust](https://www.amazon.com/SPEED-TRUST-Thing-Changes-Everything/dp/1416549005/ref=sr_1_1?ie=UTF8&qid=1516132372&sr=8-1&keywords=speed+of+trust)

◆ *Leader’s Notes* ◆