



COACHING FOR RESULTS

TRUST

Sometimes when I'm talking to executives about trust, I get the feeling I'm talking to a brick wall. Many executives give lip service to the importance of trust, but fail to see a connection between their own behaviour and the amount of trust people have in their organisation.

Recently, while conducting a conference with a national body of leaders, I placed them into a game situation that required developing a strategy that placed the whole result before that of the individual, to get the best result. They met and agreed upon a strategy and then when back into the game and guess what? They all went back to playing for themselves! The result – everybody lost.

Once leadership has lost the confidence of their employees, that negative energy has a measurable impact on the messages employees -- and especially front-line employees -- delivery to customers, the community at large, and stockholders.

Leaders must take an active role in leading the discussion about trust in their organisations. This is not something to be left to Human Resources or Public Relations. And it has to be more than platitudes on a wall.

Trust is a large word that encompasses many emotions and has many definitions. Leaders first have to know what their employees mean when they talk about trust. Are they referring to the executive's ability to manage the business, or their ability to be candid about the state of the company? While related, these questions stem from two very different aspects of trust.

Defining trust is always the first step. Once you've defined what trust means to your organisation, you can go about establishing a first line of defence against mistrust.

First, identify specific behaviours that either support or diminish trust in the company. For example, in the task area of trust you might determine that completing projects on time is a trust-building behaviour. While this seems obvious, many people do not make the connection that delivering projects late destroys trust between people. In fact, in some businesses, project deadlines are falsely inflated to compensate for late deliverable's. This is not only costly, but can also hurt your business's reputation.

In the relationship area of trust, you might find that candid communication is vital. For example, you might discover that you build trust every time you don't put spin on bad news. People typically see through spin anyway, which puts a double hit on your credibility.



Make Trust an Important Measurement

The good news is that you can measure trust just like you measure product quality or customer service excellence. There is an old saying: People do what they are measured to do. It's true! If you don't measure trust, you risk sending the message that trust is not important to you.

Trust is simple to measure -- just ask. An anonymous survey will reveal whether trust is being built or destroyed in your organisation. Communicate the survey results to your organisation and track them regularly. When you see the amount of trust backsliding, ask why. Also check yourself to make sure you really want to hear the truth. This might be a good time to review your Ability to Self-Disclose and Feedback skills, some of the essentials in developing your EQ.

When done properly, a trust indicator can let you know in advance if something is weakening trust in your business. The sooner you know, the quicker you can address it.

This is a small investment in maintaining morale, keeping information lines open and maintaining your good reputation. You'll see the benefits in employee productivity, customer satisfaction, and yes, bottom line profit. How much is that worth to you?

NEW LEADERSHIP CLUB **Compass Club level 2**

Commencing Wednesday May the 7th at 28 Mills street Cheltenham and continuing for eleven months of the year, a program for leaders of business. This program is restricted to those leaders and business managers who have the courage to change themselves. The program will be conducted at different business locations and contain experiential content.

Program outcomes:

- Learning the elements of high performance leadership, based on Emotional Intelligence competence, to enable leaders to bring change and innovation to the workplace.
- learning methodologies to creating work characterised by a deeper sense of life purpose, work that lets people feel they are making a difference, being fully alive, living with integrity, developing sacredness in their relationships, and turning the organisation into a community where everyone can learn and grow
- Developing an inner wisdom that facilitates transformation in your organisation
- Understanding how we think and behave under pressure and the implications for business development
- Identifying the imbalances in your life.
- Taking control of your life and business and becoming an inspirational leader.
- Building a network of business-minded people, and utilising the resources of the local community.
- Getting alongside other leaders who will support and encourage you in your business and life endeavours.

This new leadership paradigm focuses on vision, values, empowerment, risk-taking, creativity, innovation, harmony, trust, integrity, and compassion. It is counter to the way most organisations behave in focusing on short-term goals, short-term thinking, and a rigid directive culture.

Facilitators:

Dr Cynthia Davis, one of Australia's leading Clinical and Corporate Psychologists, and an expert in the field of **Relationships** and **Emotional Intelligence**. Cynthia is also a personal success coach and an international speaker and presenter on topics including relationships, emotional intelligence, leadership, motivation and inspiration.

John Lockwood is the former Managing Director of Blackburn and Lockwood, a forty two-office Real Estate network. Today John specialises in coaching leaders of business in all industries, including Property, Finance, Retail, Insurance, Manufacturing, Computers, Service Industry Transport, Direct sales. He is recognised as a master in the science of **Neuro Linguistics** and the use of **Accelerated Learning**: Getting the most out of your business and your LIFE.

This program is restricted to a maximum of 12 people.

YOUR INVESTMENT - \$2595.... PER PERSON PAYABLE IN ADVANCE

(Inclusive GST)

Please confirm your registration now with John Lockwood on 95855188,

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Best wishes

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