

TRUST LEADERSHIP

As leaders, we want the people in partner organizations to trust us and with good reason, as Dr. Fil emphasized. In our leadership coaching, we often perceive that trust is a leading indicator of whether others evaluate them positively or negatively. But, creating that trust or, perhaps more importantly, reestablishing it when it is lost is, indeed, always that straightforward.

American CEOs and authors, Jack Zenger and Joseph Folman, have identified three key elements that are often the foundation for trust. By understanding the behaviors that underlie trust, leaders are better able to elevate the level of trust that others feel toward them. Here are the three elements.

*Positive Relationships

Trust is in part based on the extent to which a leader is able to create positive relationships with other people and groups. To instill trust a leader must:

- Stay in touch on the issues and concerns of others.
- Balance results with concern for others.
- Generate cooperation between others.
- Resolve conflict with others.
- Give honest feedback in a helpful way.
- Good Judgment/Expertise

*Another factor in whether people trust a leader is the extent to which a leader is well-informed and knowledgeable. They must understand the technical aspects of the work as well as have a depth of experience.

This means:

- They use good judgement when making decisions.
- Others trust their ideas and opinions.
- Others seek after their opinions.
- Their knowledge and expertise make an important contribution to achieving results.
- Can anticipate and respond quickly to problems.
- Consistency

*The final element of trust is the extent to which leaders walk their talk and do what they say they will do. People rate a leader high in trust if they:

- Are a role model and set a good example.
- Walk the talk.
- Honor commitments and keep promises.
- Follow through on commitments.
- Are willing to go above and beyond what needs to be done.

(by Dr. Fil with Nget Sokla)