



Building a Trustworthy Reputation as a Coach

January 11, 2022



Institute of Coaching

McLean, Affiliate of
Harvard Medical School



We're not immune...in a global study of executive coaches

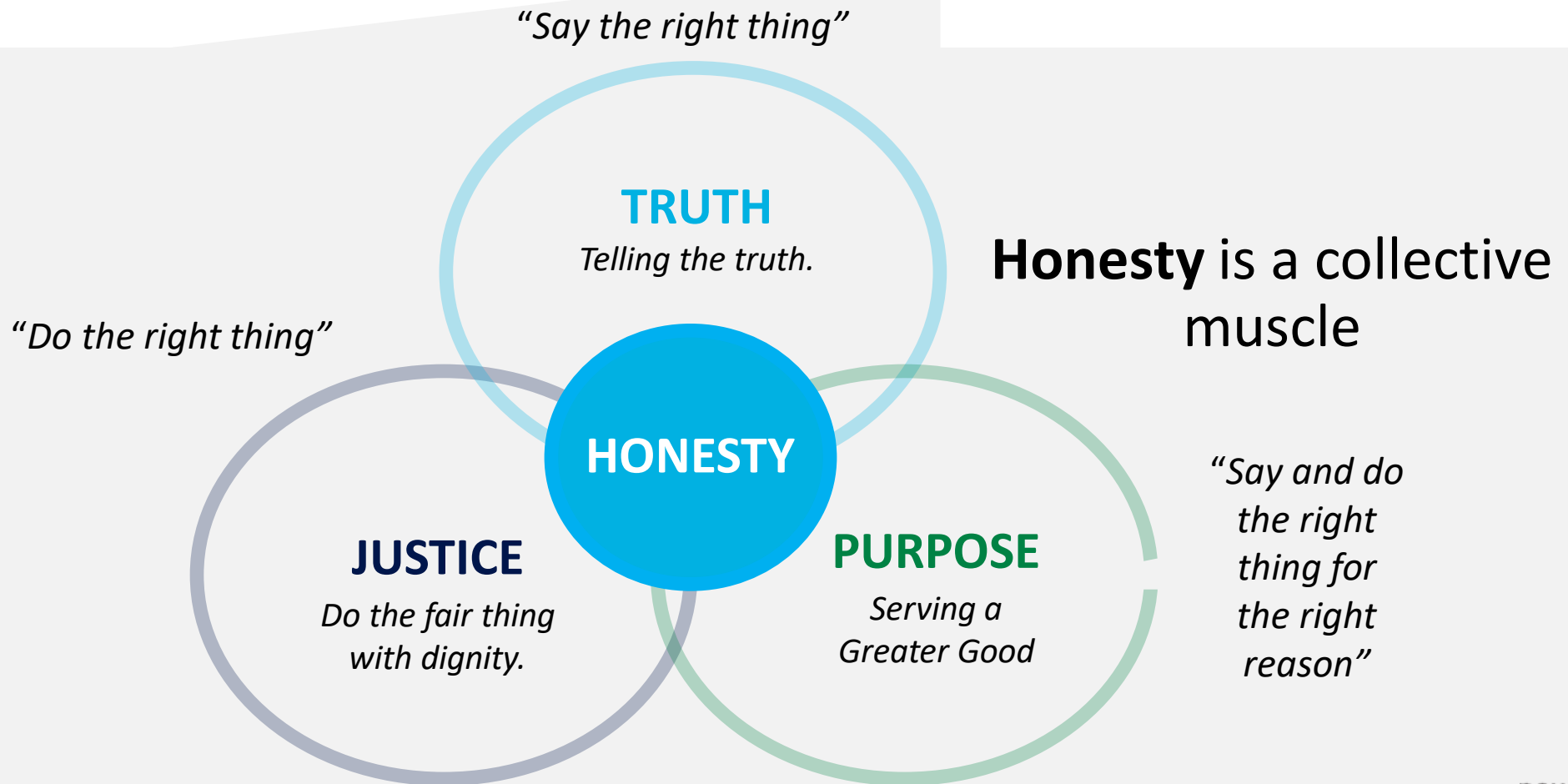
When asked about facing a dilemma, (A situation in which a difficult (moral, ethical) choice has to be made,

72% had 1-4 dilemmas in the last 12 months and 15.7% didn't have any dilemmas in the same period

| | | | | | |
|---|--------------------------------|---|--|------------------------------|---------------------------|
| Clash between client and my value systems 42% | Managing own weaknesses 39.6%, | Conflicting interests between sponsor and coachee 33.2% | Working with a client who diverts from agreed upon goals 30% | Confidentiality issues 26.8% | Managing boundaries 25.9% |
|---|--------------------------------|---|--|------------------------------|---------------------------|

The biggest risks of a wrong decision: Losing trust with the coachee or the sponsor 47.8%, Doing harm to the client's development 42.2%, and Damage of my credibility as a professional 40.2%

Three forces colliding in our workplaces



But there are even better reasons...

\$2.9B

Spent on coaching in 2019

- ICF

1.5M

Searches per month for
coaching services

- iPEC

99%

Of those who hire coaches are
satisfied or very satisfied
with their coaching

- ICF

96%

Of coachees would **repeat** the
process again

- ICF

221%

ROI on coaching services

- ISPI

70%

Of coaches improve **work
performance,
communication and
relationships**

- MetrixGlobal

Advantaged category or risk of erosion?

Our 15-Year Longitudinal Study

A clear, consistent identity
Be who you say you are

Fairness/Justice in accountability
Put dignity first



What creates
Honesty, Justice,
and Purpose?

Transparent decision making
Make trustworthy decisions through honest conversations

Cross-functional collaboration
Connect everyone to a bigger story

Our 15-Year Longitudinal Study

Of more than 3200 interviews



What creates Honest, Justice, and Purpose?

A clear, consistent identity

When strategic clarity is present, and statements and actions align, you are ~**THREE** times more likely to have people tell the truth, act fairly toward others, and serve the greater good

Transparent decision making

Fair accountability

Cross-functional collaboration

Our 15-Year Longitudinal Study

Of more than 3200 interviews



What creates Honest, Justice, and Purpose?

A clear, consistent identity

Transparent decision making

When decision making systems are seen as transparent, and there are sufficient forums in which truthful information can be exchanged, organizations are **~THREE and a HALF** times more likely to have people share truthful information, do the right thing, and serve a broader agenda.

Fair accountability

Cross-functional collaboration

Our 15-Year Longitudinal Study

Of more than 3200 interviews



What creates Honest, Justice, and Purpose?

A clear, consistent identity

Transparent decision making

Fair accountability

When accountability systems are perceived to be fair, organizations are **~FOUR** times more likely to have people be honest about performance, act with justice, and put other interests before their own.

Cross-functional collaboration

Our 15-Year Longitudinal Study

Of more than 3200 interviews



What creates Honest, Justice, and Purpose?

A clear, consistent identity

Transparent decision making

Fair accountability

Cross-functional collaboration

When cross-functional are cohesive and aligned, an organization is **~SIX** times more likely to have people tell the truth, act fairly, and serve the needs of others

Be who you say you are...

- Articulate and embody your stated values & purpose
- Acknowledge any say-do gaps
- Connect your purpose to the client's context



Coaching with Purpose

1

Ask your clients what they believe you value based on their observations

2

Regularly revisit your coaching values and principles. Self-assess against them.

3

Share your values and principles with your clients and ask them for feedback

Being who you say you are builds a foundation of trustworthiness

Fair accountability as evidenced by...

- How do you hold your clients accountable with dignity and fairness?
- How do you discuss your client's successes and failures?
- Safe to freely acknowledge their failure
- Dignity at core of conversation



Coaching with dignity and justice



01

How do your clients know you will always tell them the truth no matter how hard it is?

02

Acknowledge your own avoidance and discomfort with disruption to relationships

03

Be empathic without needing to rescue

04

Be forthright and courageous without needing to be admired for it

Treating others with dignity and fairness let's them know you are trustworthy

Transparency as evidenced by...



Choice making adapted to client's context

Invite dissent from your clients

Appropriate confidentiality boundaries

Coaching transparently

1

Set information boundaries and be consistent about what you share, with whom, and when

2

Be curious to deepen intimacy without ignoring boundaries

3

Acknowledge transference and counter-transference and use it in the service of your client's (and your) growth

Being transparent increases consistency; and therefore trustworthiness

Collaboration as evidenced by...

- Mutuality established in relationship
- Differences in value systems identified and honored
- A laboratory for working through conflicts



Being a great cross-functional partner

1

Be vulnerable
without
manipulating
intimacy

2

Help your
clients pursue
their “they’s”

3

Distinguish
common
ground from
“compromise”

4

Offer delight
without
idolizing

When people know their differences are respected, they trust you more

The redeeming power of honesty



Manuel Marulanda, FARC



Jamie Gongora, University of Sydney

The power and importance of giving clients hope

- Resignation syndrome
- Key to becoming who you've proclaimed
- Needed most when evidence is least visible
- Hope = passion, perseverance, faith
- Hope is the path back to purpose



Keep Learning...

- Moments of Truth TV Series
www.ToBeHonest.net and ROKU
- www.Navalent.com
- “How Honest is my Team?”
www.ToBeHonest.net/assessment

