

# Part One

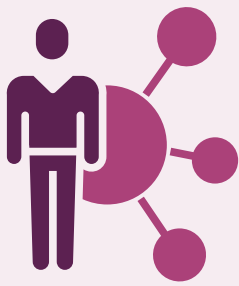
## of the e-learning Coaching Training Course

# FREE



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# Coaching - Establishing Trust

Welcome to your e-learning training course which focuses on coaching.  
We hope you enjoy it and find it useful.

Coaching is described as 'Unlocking a person's potential to maximise their own performance; helping them to learn rather than teaching them' (Sir John Whitmore).

Below you can see the seven essential qualities (behaviours) which we feel are an integral part of coaching:

- Setting the foundation e.g. Knows how important it is to have a coaching agreement, which has buy-in from both sides.
- Establishing trust e.g. Understands the 4 elements trust model and works towards increasing each one of these.
- Defining measurable goals e.g. Knows the theory of goal setting – SMART - and is thinking ahead to how easily the coachee can identify that they have achieved their goals.
- Active listening e.g. Demonstrates active listening skills, such as paraphrasing, remaining silent and appropriate body language.
- Powerful questioning e.g. Uses open, closed, some leading, and some challenging questions to get the best from the coachee.
- Coaching experience e.g. Coach does not just coach once and then leave the coachee to their own devices.
- Motivating style e.g. Uses a style of talking that motivates the coachee to believe that they can achieve their goals.

This e-learning course will focus on the 2nd essential quality 'Establishing Trust' and we'll guide and support you through the process.

## What can you expect?:

- A clear and straightforward explanation of trust to help you understand the important part it plays in coaching.
- An opportunity to reflect on your own ability to build and develop trust with your coachee(s).
- A step by step approach to help you identify where your trust gaps are so that you can create a personal action plan.

## How to get the most from this course:

1. Give yourself some dedicated time to work through the course with a pen and paper/smart phone to hand. This is so that you can capture ideas and questions you want to explore. Some of your best thoughts and reflections will happen at this stage, so don't lose them.
2. We've sourced some of the best articles, books and clips to help you make the most of this course. Dip into those that feel particularly relevant to you, or answer some of the questions you have.

# Trust Essentials

*“Trust must be earned and deserved.*

*You must do something for the other person to give them the evidence on which they can base their decision to choose to trust you.”*

David Maister

## To find out more:



**View:**

- Infographic showing the results of recent research into trustworthiness:  
<https://bit.ly/2YpDfbf>



**Read:**

- ‘The Trusted Advisor’ by Charles H. Green, David Maister & Robert M. Galford:  
<https://amzn.to/2Heyc7L>



**Watch:**

- ‘Understanding the Trust Equation’ by co-creator Charles H Green:  
<https://bit.ly/2E4qM52>
- ‘4 words that create trust’:  
<https://bit.ly/2Vge2hG>



## Individual or Team Activity: Establishing Trust

This activity focuses on ‘Establishing Trust’. The second essential quality in the competency framework of coaching.

You can do this as an individual activity – identifying your strengths, development areas and creating an action plan.

Or, if you have a team who coach regularly, you could complete this activity together – identifying your team strengths, development areas and creating an action plan.

### Type of Activity

A 50-minute **insight and understanding** session for coaches. It is:

- Designed to be **reflective and insightful**.
- **Highly practical** and will provide **tangible** goals and actions for the short, medium, and long-term.

Make sure you have pens, paper and post it notes close by so that you can capture your reflections and actions as you work through this activity.

## Step 1 (5 mins):

For this activity, and to help us learn more about establishing trust in coaching, we're going to be using a fantastic tool called the Trust Equation.

Created by David Maister, Charles H. Green and Robert M. Galford and first published in their book 'The Trusted Advisor' in 2000, the Trust Equation gives us 4 variables which can be used to measure and develop trustworthiness in coaching relationships.

The equation looks like this:

$$\text{TRUSTWORTHINESS} = \frac{\text{CREDIBILITY} + \text{RELIABILITY} + \text{INTIMACY}}{\text{SELF-ORIENTATION}}$$

**Credibility:** How easy is it for coachees to believe what the coach says? How often are relevant skills and expertise demonstrated by the coach?

**Reliability:** How readily do coachees feel they can depend on the coach? How consistent are the coach's actions and behaviours when they're coaching?

**Intimacy:** How comfortable does the coachee feel to share important or sensitive information with the coach? How easily does the coach create a safe and secure environment when coaching?

**Self-Orientation:** How focused is the coach on the coachees needs and requirements, rather than their own? How easily does the coach manage their own interests and needs when coaching?

Now we understand what the trust equation looks like and how it relates to coaching, we're going to explore each one individually.

## Step 2 (10 mins):

### What makes you CREDIBLE as a coach?

- Coaching qualifications or courses (external or in-company training).
- Coaching experience (how long you've been coaching for).
- Coaching reflection (how often you reflect on your own coaching performance to continue to grow and develop as a coach).
- Coaching actions (how often you actively use and demonstrate the 7 essentials of coaching during your coaching sessions – for e.g. active listening, powerful questions, measurable goals etc.)

#### Credibility Self-Assessment

On a piece of paper please:

1. Score yourself out of 10 (1 = I don't do any of these. 10 = I regularly demonstrate all of these).
2. If you have scored below 10/10, set yourself a goal for the next 3 months.
3. Write down 5 different ways you could demonstrate your credibility before, during or after a coaching session.
4. Choose 3 actions which will help you to increase your score (out of 10) and meet the goal you have set.

## Step 3 (10 mins):

### What makes you RELIABLE as a coach?

- Coaching etiquette (how often you arrive on time for coaching sessions, are suitably prepared and able to fully focus on your coachee).
- Coaching emotional intelligence (how able you are to manage any internal emotions, distractions or bias during the coaching session, to ensure they don't have a negative impact on the coachee).
- Coaching actions (how positively dependable and consistent you are - both in coaching sessions and across different coaching relationships).

#### Reliability Self-Assessment

On a piece of paper please:

1. Score yourself out of 10. (1 = I don't do any of these. 10 = I regularly demonstrate all of these).
2. If you have scored below 10/10, set yourself a goal for the next 3 months.
3. Write down 5 different ways you could demonstrate your reliability before, during or after a coaching session.
4. Choose 3 actions which will help you to increase your score (out of 10) and meet the goal you have set.

## Step 4 (10 mins):

### What builds INTIMACY as a coach?

- Coaching confidentiality (how much care you take to keep written and verbal information secure and confidential).
- Coaching environment (how readily you build strong coaching relationships and create a safe and secure environment where coachees feel able to share sensitive, important or personal information; knowing it will be treated with confidence and respect).
- Coaching actions (how easily you put coachees at ease and adapt your style to meet the needs of the coachee).

#### Intimacy Self-Assessment

On a piece of paper please:

1. Score yourself out of 10 (1 = I don't do any of these. 10 = I regularly demonstrate all of these).
2. If you have scored below 10/10, set yourself a goal for the next 3 months.
3. Write down 5 different ways you could demonstrate intimacy - before, during or after a coaching session.
4. Choose 3 actions which will help you to increase your score (out of 10) and meet the goal you have set yourself.

## Step 5 (10 mins):

### What level of SELF-ORIENTATION do you have as a coach?

- Coaching approach (how much you put your coachees needs first and ask questions without bias, motive or judgement).
- Coaching environment (how readily you focus on your coachees needs rather than you own needs - for e.g. your need to give advice, share your opinion or ignore something which might be difficult).

#### Self-Orientation Self-Assessment

On a piece of paper please:

1. Score yourself out of 10.  
(1 = I don't do any of these. 10 = I regularly demonstrate all of these).
2. If you have scored below 10/10, set yourself a goal for the next 3 months.
3. Write down 5 different ways you could demonstrate coachee orientation - before, during or after a coaching session.
4. Choose 3 actions which will help you to increase your score and meet the goal you have set yourself.

## Step 6:

### Congratulations

You have now analysed yourself against the trust equation and have a series of goals and actions which will help you to establish, build and develop trust in your coaching relationships.

Remember that trust is an essential element of coaching, and the more we can create this quickly and sustainably, the more effective our coaching sessions will be.

If you've completed this activity individually, think about how you're going to focus on your action plan and achieve your goals. Having them written down and celebrating your progress along the way can be a great motivator.

If you've done this activity as a team, now is an opportunity for you to collate and share your results to create your team goals and action plans. Again, think about how you can track and celebrate your progress together.

## Step 7 (5 mins):

On Page 6 you will find a feedback template for you to capture what you have enjoyed about this (what went well), what else we could do (what could have gone better), and anything you would do differently if you were doing it again, or sharing it with your team/other coach's.

Please complete this form, and if you would like to send it to us, we'd be delighted to see it. Just email [helpme@makingbusinessmatter.co.uk](mailto:helpme@makingbusinessmatter.co.uk).

# Feedback

Either by yourself, or with the team, capture an evaluation of your session below:

**What  
went  
well?**

**What could  
have gone  
better?**

**What will  
you do  
differently  
next time?**

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