Developing Trust with Coaching

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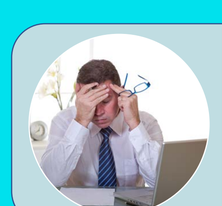
Trust is the ultimate currency in business: Trust is difficult to earn, and easily lost.

Research Problem



People at low-trust companies report:

- More stress
- Less energy at work
- Less productivity
- More sick days
- Less engagement
- Less satisfaction with their lives
- More burnout

(Zak, 2017)

We are currently seeing some of the lowest trust levels recorded:

63% of respondents felt that business leaders are purposely trying to mislead people by saying things they know are false or gross exaggerations

(Edelman, 2022)

In a recent letter from the Prime Minister of Canada to the Minister of National Defence, stated the mandate "to transform the culture of the CAF, and rebuild trust"

(*Minister of National Defence Mandate Letter*, 2021)

Rational

Organizational Research Question:

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How do we repair, build, and sustain trust within and external to the institution?

Research Gap:

Currently, the literature is missing peer reviewed intervention strategies to develop relational trust.

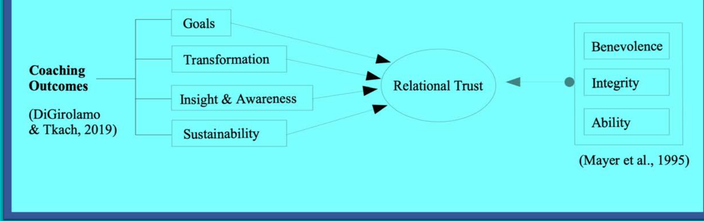
Coaching as an Intervention:

- The ICF defines coaching as "**a partnership with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential"** (ICF, 2020).
- Coaching has become one of the frequently used strategies for the development of leadership over the last decade (Schalk & Landeta, 2017).
- There is no literature exploring coaching in this domain.

Purpose of Research:

The purpose of this study will be to investigate the affects that coaching interventions might have on the ability to develop a leaders relational trust in the Canadian Defence industry.

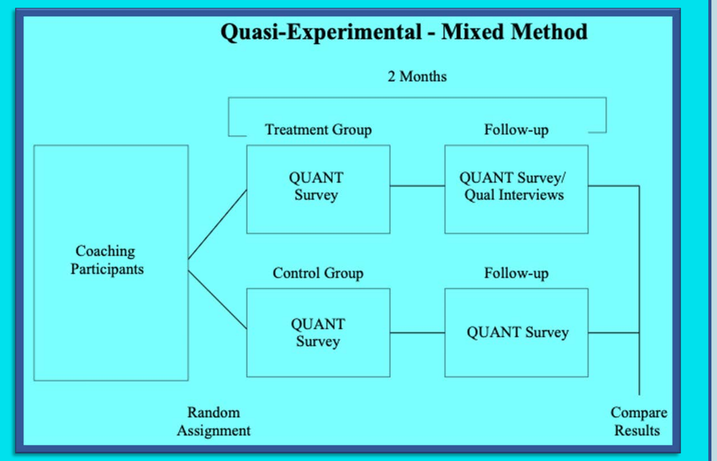
Theoretical Framework



Research Question

What effect does coaching have on developing a leader's relational trust?

Methodology



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