



# Excel Leader Advisory Letter

ISSUED BY THE EXCEL LEADERSHIP GROUP

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## Excel's Mission Statement

Help business leaders exceed their goals by creating a culture that unleashes the talents and creativity of all associates.

## Thought for August

"The ability to form friendships, to make people believe in you and trust you, is one of the few absolutely fundamental qualities of success."

-John J. McGuirk



**Author's Note:** This month, my wife and I are vacationing in the great northwest. Since building trust is such a fundamental element to organizational success, I would like to reprint the November 2009 issue on this topic. Enjoy!

Building trust is one of the most essential ingredients to creating an effective, high-performance culture. As Stephen M.R. Covey points out in his book [The Speed of Trust](#), there are two key components to building trust in an organization: Integrity and Competence. On the one hand, leaders need to act with integrity. By the same token, leaders also have the opportunity to demonstrate their competence by delivering desired results consistently, on time and within budget.

With that in mind, here are a few coaching tips that you and your leadership team can employ to build trust in your organization:

- 1. Focus on relationship building.** Concentrate on developing the depth as well as the breadth of your relationships. Certainly, we want to establish as large a network of people as possible. However, at the same time, we need to make sure that we listen carefully to each individual that we interact with to insure we understand both thoughts and feelings.
- 2. Always deliver on commitments.** Develop a reputation as someone the organization can count on to keep your word. For example, if an associate brings you an issue and you agree to "check into it", then make sure you follow through and give feedback to the individual on a timely basis. Even in these times, when leaders are being asked to take on more tasks with fewer resources, it is critically important to follow through with any commitments made to associates.
- 3. Make yourself accessible.** Make time for your associates. Build a reputation as a leader that people can go to with their issues knowing they will get a fair hearing. Also, wear a smile ... even in the stressful times. It will not only help you get through challenging times, it will also communicate to your team that you are approachable.
- 4. Admit to and "own" your mistakes.** Don't pass the buck or play the "blame game" when results are less than desirable or mistakes are made. People will gain respect and trust for the leader who is willing to take responsibility for their share of failures.
- 5. Protect interests.** Make sure that the interests of those not present are protected and fairly represented as well. Also, protect information that people have shared with you in confidence. Finally, take special care that those with less power in your organization receive fair treatment.

I encourage you to try these tips to help build trust in your company's culture.

As always, I encourage you to contact me anytime at [mike@excelleadership.net](mailto:mike@excelleadership.net) with your comments and questions. Also, if I can be of assistance with your leadership coaching needs, please contact me. We'll talk to you again in September. Be well, have a great month and best regards.



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on your company's leadership team.*