



COACHING TO LEADERSHIP TRUST TOWARDS AN INTRAPRENUERIAL FRAMEWORK

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DOI: <https://doi.org/10.54476/ioer-imrj/687931>

ABSTRACT

Leadership trust is a crucial element in fostering effective leadership and building strong relationships between leaders and their teams. Coaching has gained recognition as a powerful intervention to enhance leadership capabilities and cultivate trust within the workplace. This study explores the impact of coaching on leadership trust, aiming to uncover the mechanisms through which coaching interventions influence trust perceptions among leaders and their team members, utilizing a mixed-method approach combining qualitative interviews and quantitative surveys. The study addresses the perceived gap in the existing literature by providing nuanced insights into the relationship between coaching and leadership trust. It examines how coaching facilitates the growth of key trust-building factors, such as effective communication, empathy, and transparency, and explores how these factors positively impact leader-follower relationships. Findings from this study contribute valuable implications for leadership development and organizational effectiveness. The research highlights the transformative potential of coaching in fostering authentic and trustworthy leadership, resulting in increased employee engagement, improved team dynamics, and higher levels of organizational commitment. Based on the findings, the following are recommended; 1. Implementing a Leadership Coaching Program: Organizations should design and implement comprehensive coaching programs that focus on developing leaders' emotional intelligence, communication skills, and ethical decision-making. This approach fosters an authentic leadership style, engendering trust among team members. 2. Aligning Coaching Objectives with Organizational Values: Coaching interventions should be aligned with the organization's core values and strategic objectives. This alignment ensures that coaching outcomes directly contribute to building a trust-driven organizational culture. 3. Promoting a Coaching Culture: Encourage a coaching culture within the organization, where coaching is seen as a valuable tool for leadership development and trust-building. Cultivate a mindset that embraces coaching as a continuous learning process rather than a remedial measure. 4. Integrating Coaching with Leadership Development Initiatives: Integrate the leadership coaching program with broader leadership development initiatives within the organization. A cohesive approach ensures that coaching complements other learning experiences, reinforcing leadership trust at multiple levels. By embracing these recommendations, organizations can harness the potential of a leadership coaching program to cultivate authentic leadership, engender trust, and foster a culture of continuous growth and innovation. As leadership trust continues to be a foundation of organizational success, this research offers valuable insights for organizations seeking to leverage coaching to build and sustain trust-driven leadership, leading to improved employee engagement and organizational performance.

Keywords: coaching, leadership trust, intrapreneurship, leadership development, leadership coaching

P – ISSN 2651 - 7701 | E – ISSN 2651 – 771X | www.ioer-imrj.com

Proceeding of the International Conference on Engineering, Business, and Technology (ICEBT), 09 – 10 January 2024, Courtyard by Marriott Central Park Hotel, New York, United States of America

TORRES, I.C.O., *Coaching to Leadership Trust Towards an Intrapreneurial Framework*, pp. 21 - 28



INTRODUCTION

In today's dynamic business environment, effective leadership is crucial for organizational success (Mayer et al., 2016). Leaders who inspire, motivate, and guide their teams foster trust, collaboration, and innovation (Mayer et al., 2016; Dirks & Ferrin, 2002). Trust, a cornerstone of leadership, drives performance and goal achievement (Dirks & Ferrin, 2002). Conversely, a lack of trust leads to negative outcomes like low engagement and high turnover.

Leadership trust relies on consistent behavior, transparency, and ethical conduct (Dirks & Ferrin, 2002). Organizations with high leadership trust experience increased career satisfaction, productivity, and team unity (Zak, 2017). Conversely, low trust results in adverse effects.

Leaders play a vital role in building and maintaining trust by promoting psychological safety and fostering a culture of openness and risk-taking (Dirks & Ferrin, 2002). Coaching, a personalized approach to leadership development, enhances self-awareness and effectiveness (Peterson & Hicks, 2019).

Coaching extends its impact beyond individual leaders to the entire organization, fostering a culture of trust and high performance (Whitmore, 2017). By investing in coaching, organizations support leadership growth and overall workforce resilience.

Investigating coaching's impact on leadership trust provides insights into enhancing trust levels and mitigating negative consequences (Dirks & Ferrin, 2002). This exploration guides leadership development and organizational practices, aiming to drive positive outcomes in the competitive business landscape (McCarthy & Milner, 2018).

OBJECTIVES OF THE STUDY

The following are the objectives of this study.

1. To identify the factors that contribute to the decrease in leadership trust scores

2. To evaluate the effectiveness of coaching intervention in addressing these trust issues.

3. To determine the value of implementing a Leadership Coaching Program

4. To develop a framework for the implementation of the Leadership Coaching Program.

METHODOLOGY

This study employs a quasi-experimental, descriptive, and mixed methods research design to explore coaching's impact on leadership trust. The quasi-experimental approach involves implementing coaching interventions for a specific group of leaders and comparing their trust scores before and after the intervention. This design allows for assessing coaching's real-world impact on leadership trust.

Additionally, the descriptive design captures quantitative data on leadership trust scores, providing an overview of trust levels within the organization pre- and post-coaching. Descriptive statistics will summarize these scores, offering insights into the magnitude of trust changes resulting from coaching.

Moreover, qualitative methods like interviews or focus groups gather narratives from leaders about their coaching experiences and their effects on trust. These qualitative insights complement quantitative findings, offering a deeper understanding of coaching's mechanisms and its influence on leadership trust.

The study involves 50 leaders from various departments who participated voluntarily in a coaching program. They represent different levels in the organization: First Level Managers, Mid-Level Managers, and Senior Leaders ensuring a diverse perspective on coaching's impact on leadership trust

Additionally, 120 subordinates of these leaders are surveyed to assess their leaders' trustworthiness and provide insights into coaching's effect on leadership trust.

This sample provides a comprehensive understanding of coaching's influence on leadership trust across the organization, despite not capturing the entire population. The findings



offer valuable insights for future initiatives to enhance leadership trust and development.

RESULTS AND DISCUSSION

1. Reasons that contributed to the decrease in leadership trust scores within the organization

Table 1
Survey Results of Direct Reports of Leaders Who Participated in Pilot Run of Leadership Coaching Program

Questions	Mean	Interpretation
Building trust within teams is crucial for effective leadership	4.85	Strongly Agree
The absence of integrity from my leader has contributed to a decrease in leadership trust.	4.20	Agree
The lack of care, support, and guidance from my leader has negatively impacted the leadership trust	4.75	Strongly Agree
The inadequate competence displayed by my leader has diminished the level of leadership trust	4.35	Agree
The absence of consistent commitment and follow-through on promises has significantly undermined the leadership's trust	4.10	Agree
The insufficient transparency and openness exhibited by leaders has contributed to the decrease in leadership trust	4.80	Strongly Agree

The survey results indicate a strong consensus on the importance of trust in effective leadership, with a mean score of 4.85. This underscores the need to address trust-related factors that have led to a decrease in trust within the organization.

Key dimensions of trust identified in the literature guide the survey statements, offering a comprehensive view of trust-related factors. Findings highlight the significance of integrity, care, competence, commitment, and transparency

in leadership, with mean scores ranging from 4.10 to 4.85.

Coaching interventions can target these areas by focusing on developing ethical decision-making, empathy, competence, reliability, and communication skills among leaders. The thematic analysis reveals several subthemes that serve as actual reasons for decreasing leadership trust scores. These subthemes are closely linked to the overarching themes or dimensions of trust, providing a comprehensive understanding of the reasons behind the declining trust in leadership.

Table 2
Thematic Analysis - Reasons for Low Leadership Trust Scores as it relates to Dimensions of Trust

Themes	Sub Themes	Description
Integrity	Lack of Transparency	Failure to share relevant information, withhold critical information, provide vague explanations, and make decisions without the necessary rationale
		Leader's limited ability to recognize, understand, and appropriately respond to the emotions of themselves and others.
Benevolence	Low Emotional Intelligence	Leaders who demonstrate a lack of personal drive, enthusiasm, or passion in their role. Leaders who make ineffective or questionable decisions that hinder their ability to fulfill their roles effectively.
		Leaders lack the necessary competencies, expertise, or understanding to perform their roles effectively.
Ability	Leaders Lack Motivation	Unfulfilled commitments can include missed deadlines, unmet expectations, or repeated instances where the leader fails to deliver on their word
	Poor Decision-Making Skills	Giving preferential treatment or unfair advantages to certain individuals based on personal preferences.
Reliability	Unfulfilled Commitments	Leaders have excessive control, close monitoring, and a lack of trust in employees' abilities to perform their tasks independently.
Openness	Favoritism and Bias	
	Micromanagement	

2. Coaching interventions effectively address the reasons enumerated for the decrease in leadership trust scores



Table 3
Survey Results of Impact of Coaching on Leadership Trust Aspects of Leaders

Questions	Mean	Interpretation
The coaching sessions have deepened my self-awareness.	4.82	Strongly Agree
The coaching sessions helped me improve my communication skills.	4.47	Agree
The coaching sessions help me build genuine and authentic relationships with my team.	4.60	Strongly Agree
The coaching sessions help me strengthen my emotional intelligence.	4.52	Strongly Agree
The coaching sessions help me cultivate a growth mindset and embrace continuous learning.	4.45	Agree
The coaching sessions help me develop a sense of accountability	4.40	Agree

The Likert scale responses show that coaching sessions significantly impact leadership trust aspects. Participants, leaders themselves, report heightened self-awareness (mean score: 4.82), improved communication skills (4.47), genuine relationship-building (4.60), strengthened emotional intelligence (4.52), embraced growth mindset (4.45), and enhanced accountability (4.40).

Coaching sessions contribute to trust by fostering self-awareness, effective communication, authentic relationships, emotional intelligence, a growth mindset, and accountability. These align with trust dimensions, promoting a trust-based leadership culture. The thematic analysis highlights Positive Psychology, Thought-Provoking Questions, and Solution-Focused approaches as vital mechanisms in coaching, empowering leaders to build trust within their teams and foster growth and development.

Table 4
Thematic Analysis – Mechanisms How Coaching Builds Leadership Trust

Themes	Description
Positive Psychology	Use of positive psychology principles and techniques in coaching sessions to promote a positive mindset, optimism, and a focus on strengths.
Thought Provoking Questions	Powerful and Reflective Questions that encourage self-discovery, critical thinking, and deeper understanding.
Solution Focused	The technique emphasizes solution-oriented thinking, problem-solving, and leveraging existing strengths and resources rather than dwelling on problems or limitations.

3. Effects of having a Leadership Coaching Program within the organization

Table 4
Leadership Trust, Job Satisfaction, Job Performance, and Job Engagement Scores before coaching intervention as rated by direct reports

Questions	Mean Scores and Interpretation	
	Before Coaching	Interpretation
I have full trust in my manager's ability to lead effectively.	2.40	Disagree
My job gives me a sense of purpose and fulfillment	2.52	Neutral
I have a strong belief in my capability to execute my tasks effectively	2.70	Neutral
I am motivated to go above and beyond the expectations of my job	2.30	Disagree

Table 5
Leadership Trust, Job Satisfaction, Job Performance and Job Engagement Scores 3 months after coaching intervention as rated by direct reports

Questions	Mean Scores and Interpretation	
	6 Months After Coaching	Interpretation
I have full trust in my manager's ability to lead effectively	4.55	Strongly Agree
My job gives me a sense of purpose and fulfillment.	4.48	Agree
I have a strong belief in my capability to execute my tasks effectively	4.00	Agree
I am motivated to go above and beyond the expectations of my job	4.51	Strongly Agree



Table 6

Performance and Job Engagement Scores 6 months after coaching intervention as rated by direct reports

Questions	Mean Scores and Interpretation	
	6 Months After Coaching	Interpretation
I have full trust in my manager's ability to lead effectively	4.55	Strongly Agree
My job gives me a sense of purpose and fulfillment.	4.48	Agree
I have a strong belief in my capability to execute my tasks effectively	4.00	Agree
I am motivated to go above and beyond the expectations of my job	4.51	Strongly Agree

The pilot leadership coaching program significantly improved leadership trust, job satisfaction, job performance, and job engagement among employees of participating leaders.

Initially skeptical, employees' confidence in their managers' leadership abilities notably increased over three and six months, from a mean of 2.40 to 4.55. Job satisfaction rose from a mean of 2.52 to 4.48, while self-perceived job performance increased from 2.70 to 4.00, and job engagement improved from 2.30 to 4.51.

These findings underscore the program's effectiveness in positively influencing both leaders and their employees, enhancing various aspects of the organizational environment.

We also surveyed to gather feedback from the leaders who participated in the Leadership Coaching Program. The survey utilized a Likert scale to measure their experiences, and the results are presented below.

Table 7

Impact of coaching on leadership trust as rated by leaders who participated in the pilot run of the Leadership Coaching Program

Questions	Mean	Interpretation
The pilot run of the Leadership Coaching Program has been instrumental in my understanding of what coaching is and the value it brings	4.85	Strongly Agree
The coaching program contributed to my leadership growth and development	4.60	Strongly Agree
The coaching program has improved my integrity and ethical conduct as a leader	4.48	Agree
Through the coaching program, I have become more mindful of the importance of care and support towards my team members	4.74	Strongly Agree
The coaching program has enhanced my competence and expertise in my leadership role	4.49	Agree
I have become more consistent and reliable in following through on commitments because of the coaching program	4.46	Agree
The coaching program has fostered a culture of openness and transparency in my leadership practices	4.39	Agree

Leaders strongly agreed (mean score: 4.85) that the Leadership Coaching Program enhanced their understanding and value of coaching, supporting their professional development. They also agreed (mean score: 4.60) that the program fostered their leadership growth and development.

Moreover, leaders agreed (mean score: 4.48) that the program improved their integrity and ethical conduct, emphasizing the importance of ethical behavior. They strongly agreed (mean score: 4.74) that the program increased their



awareness of caring for their team members, promoting empathy and support.

Additionally, leaders agreed (mean score: 4.49) that the program enhanced their competence and expertise, and they agreed (mean score: 4.46) that it improved their consistency and reliability in fulfilling commitments. Lastly, leaders agreed (mean score: 4.39) that the program promoted openness and transparency in their practices, fostering trust among team members.

Table 8
Thematic Analysis on the overall impact of the pilot run of the Leadership Coaching Program

Themes	Description
Growth Catalyst	An initiative that drives substantial improvement.
Coaching Awareness	Understanding what coaching is all about. Correcting any misconceptions.

Overall, the Leadership Coaching Program significantly influenced leaders' perceptions and behaviors, positively impacting trust dimensions. The thematic analysis highlights its role as a "growth catalyst" and "coaching awareness," emphasizing its value in enhancing leadership and organizational growth.

4. Framework or structure can be proposed in the development of a Leadership Coaching Program as an intrapreneurship within the organization

Table 9
Perception of Leaders on implementation of coaching after the pilot run of the Leadership Coaching Program

Questions	Mean	Interpretation
I am very satisfied with the coaching sessions received	4.83	Strongly Agree
I will continue to use coaching after the pilot run of the Leadership Coaching Program	4.64	Strongly Agree
I will recommend Coaching to other leaders and colleagues	4.75	Strongly Agree
Coaching has an impact on Leadership Trust	4.82	Strongly Agree
Coaching can support the organization's goals and objectives	4.49	Agree

Participants expressed high satisfaction with coaching sessions, with mean ratings of 4.83 for satisfaction, 4.64 for intention to continue, and 4.75 for willingness to recommend coaching. These positive responses indicate belief in coaching's value and effectiveness.

These responses align with the intention to launch the coaching program formally after the pilot run. High satisfaction levels suggest the program met participants' needs, with intentions to continue and recommend coaching, endorsing its value and benefits.

Moreover, strong agreement (mean rating: 4.82) on coaching's impact on leadership trust supports the program's aim to strengthen leadership and build trust within the organization.

Lastly, agreement (mean rating: 4.49) that coaching supports organizational goals emphasizes its alignment with broader objectives, recognized as a valuable tool for leader development and organizational success.

Overall, the positive feedback and agreement on coaching's impact support its formal launch and continued implementation, benefiting leaders and the organization. The successful pilot outcomes provide compelling evidence for establishing a formal leadership coaching program.

The following is the framework to be used in launching the formal leadership coaching program.

1. Needs Assessment:
 - a. Conduct a thorough assessment of the organization's leadership development needs, considering current challenges, strategic goals, and areas for improvement.
 - b. Identify specific skills and competencies required for leaders to thrive in the organization's context.
2. Program Objectives:
 - a. Clearly define the objectives of the Leadership Coaching Program, aligning them with the organization's mission, vision, and strategic priorities.



b. Establish measurable goals to track the program's impact on leadership development and overall organizational success.

3. Stakeholder Engagement:

a. Engage key stakeholders, including senior leadership, HR, and potential participants, to ensure buy-in and support for the coaching program.

b. Gather input on specific needs and expectations to tailor the program accordingly.

4. Coach Selection and Training:

a. Establish criteria for selecting qualified and experienced coaches, ensuring they align with the organization's values and goals.

b. Provide training for coaches on the organization's culture, leadership expectations, and the specific context in which leaders operate.

5. Program Structure:

a. Determine the duration and frequency of coaching sessions, balancing the need for ongoing support with leaders' daily responsibilities.

b. Incorporate a mix of one-on-one coaching sessions, group sessions, and relevant workshops for a comprehensive development experience.

6. Measurement and Evaluation:

a. Implement a robust evaluation framework to measure the impact of the coaching program on leadership effectiveness, employee engagement, and organizational outcomes.

b. Gather feedback from both coachees and coaches to continuously refine and improve the program.

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8. Integration with Organizational Culture:

a. Ensure that the coaching program aligns with the organization's culture and values, reinforcing desired leadership behaviors and fostering a positive work environment.

9. Communication and Recognition:

a. Develop a communication plan to inform all stakeholders about the coaching program, its purpose, and expected outcomes.

b. Recognize and celebrate the achievements and progress made by leaders who have undergone coaching.

10. Continuous Improvement:

a. Establish mechanisms for continuous feedback and improvement, allowing the program to evolve in response to changing organizational needs and leadership challenges.

CONCLUSION

The findings of this study revealed that coaching indeed acts as a catalyst for growth and development among leaders. The coaching program significantly contributed to enhancing leadership trust scores, empowering leaders to build stronger relationships with their teams. Coaching enabled leaders to develop essential competencies, such as transparency, emotional intelligence, and decision-making skills, which are fundamental to establishing trust within the organization. The exploration of coaching's impact on leadership trust has provided valuable insights into the organization's leadership development journey.

RECOMMENDATIONS

Based on the study's outcomes, several recommendations are outlined below to further enhance the impact of coaching on leadership trust. These recommendations aim to optimize coaching strategies and foster a culture of trust and effectiveness within organizational leadership.

1. Pursue the formal launch of the Leadership Coaching Program: The success of the pilot coaching program emphasizes the



need for continuous coaching initiatives. Developing ongoing coaching programs will ensure sustained growth in leadership trust and foster a culture of continuous learning and development.

2. Expand Coaching Reach to Additional Leaders: While the pilot program targeted a select group of leaders, expanding the coaching reach to include leaders at all levels can maximize its impact on the organization's overall leadership dynamics.
3. Strengthen Integration with Organizational Goals: Align coaching programs with the company's strategic objectives and talent development initiatives. By embedding coaching into the fabric of the organization, its impact on leadership trust will be further magnified.
4. Develop Internal Coaching Expertise: Investing in training and certifying internal coaches can build a cadre of experts who understand the organization's unique challenges and culture. Internal coaches can provide tailored and sustainable coaching solutions to leaders at all levels.

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Ian Cristian Torres is a successful leader in client success management for a software company. He's known for driving exceptional results and fostering team success through his expertise in client relationship management and innovative processes. Ian's passion for coaching is evident in his coaching certification and commitment to employee growth, reflecting his dedication to making a positive impact.

Ian holds a Bachelor of Science in Accountancy Degree and various certifications including Certified Project Management Associate (CPMA), Certified Lean Six Sigma – Yellow Belt (CLSSYB), Certified Lean Six Sigma – Green Belt (CLSSGB), and Certified Continuous Improvement Specialist (CCIS), highlighting his proficiency in driving process improvements and organizational efficiency.

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