

## TOOLKIT #4: BUILDING CREDIBILITY

*OBJECTIVE: EMPLOYEES WILL IDENTIFY THOSE TRAITS REQUIRED FOR BUILDING CREDIBILITY.*

### CONTENT:

Credibility is essential to any successful organization and is very intertwined with trust. In the book, “Credibility” by James M. Kouzes and Barry Z. Posner (2004), the message is that as managers and supervisors, we must build our credibility along five key behavioral areas. They include:

- **Display Honesty:** The most highly regarded characteristic. There is a direct correlation between being honest and being credible.
- **Be Forward Looking:** Someone who sets and defines the vision and encourages you to follow that vision, and then is there when you need them.
- **Show Competence:** To be seen as technically competent is directly affected by the ability to challenge, enable, act as a model, and encourage.
- **Provide Inspiration:** This doesn’t necessarily mean dynamic or extroverted. Showing enthusiasm and belief that you can make a difference is contagious.
- **Show Care.** In addition to these, we have found an additional dimension that supports these – Care. As one person quoted: “People don’t care how much you know until they know how much you care” – John Maxwell.

### SHORT CHATS

Discuss the following:

- How are trust and credibility interrelated?
- What builds credibility? What destroys credibility?
- How can we work to improve credibility with our customers and compliers externally? Internally?
- Credibility is about you. What can you do to better earn credibility from others?
- What initiatives require that we fortify credibility in order to more fully guarantee the necessary outcomes?

### OPTIONAL LEADER ACTIVITIES

Identify an initiative that requires credibility among the employees involved. Work to establish up front the credibility needed to make the initiative succeed. Identify a system of accountability for maintaining credibility throughout the effort.