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Building A Credibility Culture

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**Think of someone in
your organization
that lacks credibility?**



**How effective are
they at influencing
others?**



**What is your teams
credibility with other
departments?**



**How might you create
a culture that builds
credibility?**

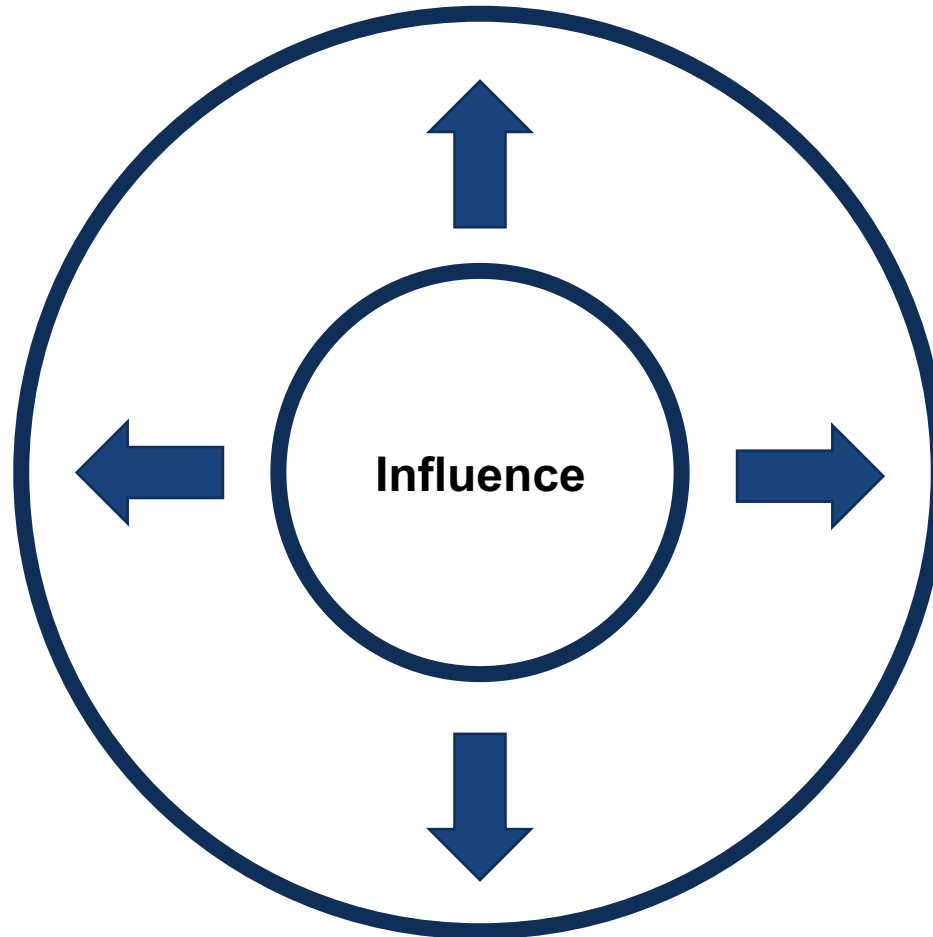


What can you expect?

B → B+

*If you have **D** and **F** employees still on your team, you already have a credibility problem that needs to be fixed now.*

Credibility expands your influence





Credibility is a leader's currency...

With it he or she is solvent;

Without it, he or she is bankrupt.

- John Maxwell



But it's not like a bank account...

where you deposit a little and you can afford to spend a little.

It's more like a water balloon. One tiny hole and you'll lose it everywhere.

- Todd Henry



Covey's Definition

CREDIBILITY

Character

Integrity Intent

Competence

Capabilities Results

Source: Speed of Trust by Stephen M.R. Covey



McChrystal's Definition

CREDIBILITY

Proven Competence + Integrity + Relationships

Source: Team of Teams by General Stanley McChrystal



My Definition

CREDIBILITY

$$\left[\begin{array}{l} \text{Excellence} \\ + \text{Curiosity} \\ + \text{Initiative} \end{array} \right] \times \text{Relationships}$$



The Mastery Quality

Excellence

To persistently
pursue higher
standards

Requirements:

- Clarity of vision
- Drive to improve
- Willingness to grow in front of others
- Discipline to do the work required



The Strategic Quality

Curiosity

Eager to know
or learn
something
new

Requirements:

- Admit you don't know everything
- Interested in how others see the world
- Willingness to question everything



The Active Quality

Initiative

To assess and
take action
independently

Requirements:

- Proven track-record
- Clarity on goals and objectives
- Broad set of mental models for decision making



The Reputation Quality

Relationships

To build trust
with others

Requirements:

- Create shared meaning and vision
- Build a sense of belonging
- Be vulnerable



Blind Spots

85

*percent of all car accidents are
caused by **blind spots***



Lee's Blind Spot

“What % of the time would you say Lee talks in meetings today?”

50%



Lee's Blind Spot

“What % of the time should Lee be talking as the leader?”

<5%



Lee's Blind Spot

**Stop
Building My
Credibility**



**Start
Building Our
Credibility**



Credibility Test:

1. Is your team invited to the table before decisions are made?
2. Are the people outside your team clear on your department objectives?
3. Do you have a strong coalition with the credible people in your organization?
4. Do the people on your team make decisions without you because they understand your decision making principles?
5. Do people ask to join your team?
6. Does your team have a proven track record of results?
7. Does your team help people explore and find new approaches to solve problems?

Managers vs Flight Instructors



Photo by [Leonel Fernandez](#) on [Unsplash](#)

The Four Horseman

What I Feel

What I Do

Result

More
Experience

Talk
More

People are
Less
Curious

The Four Horseman

What I Feel

What I Do

Result

Proven
Judgment



Situational
Leadership

People are
unclear on
what defines
excellence

The Four Horseman

What I Feel

What I Do

Result

Be
Helpful



Provide
Solutions

People take
less
initiative

The Four Horseman

What I Feel

What I Do

Result

Desire
to Win



Lead From
Front

People don't
feel you trust
them

New Behavior #1

What I Feel

What I Do

Result

More
Experience

Ask Great
Questions

Deeper
thinking which
leads to
curiosity


New Behavior #2

What I Feel

What I Do

Result

Proven
Judgment



Establish a
clear set of
principles

Clear
definition of
excellence



New Behavior #3

What I Feel

What I Do

Result

Be
Helpful

Encourage
failure and
learning

Take more
risks

New Behavior #4

What I Feel

Desire
to Win

What I Do

Lead From
Behind

Result

People feel
heard,
understood,
and trusted

The Long Game

5 Years

Or

5 Days



Photo by [Jakob Owens](#) on [Unsplash](#)



Want to learn more?

I'll send you a complete list of the books you can read to learn more.

Email: Jeff @ braviumhd.com