The Credible Leader
How to Strengthen and Sustain Authenticity and Integrity

with
Jim Kouzes
November 15, 2019
A values-based leader is one who is known for their character.

General Hugh Shelton
Be careful of your thoughts, for your thoughts become your words;

Be careful of your words, for your words become your deeds;

Be careful of your deeds, for your deeds become your habits;

Be careful of your habits, for your habits become your character.

Be careful of your character, for your character becomes your destiny.

Author anonymous
Agenda

1. The foundation of leadership.

2. Six disciplines for earning and sustaining credibility.

3. Actions to apply all this to your work and life.
Over 36 years of collecting data

Over 5,000 individual cases studied

Over 5 million survey respondents

Global data from 70 countries

Over 750 research studies by others

Rigorous testing of reliability and validity

What do you look for and admire in a leader, someone whose direction you would willingly follow?
<table>
<thead>
<tr>
<th>What Do You Look For?</th>
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<tbody>
<tr>
<td>___ Ambitious</td>
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<tr>
<td>___ Broad-minded</td>
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<tr>
<td>___ Caring</td>
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<tr>
<td>___ Competent</td>
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<td>___ Cooperative</td>
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<td>___ Dependable</td>
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<td>___ Determined</td>
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<td>___ Self-controlled</td>
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<td>___ Straightforward</td>
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<td>___ Supportive</td>
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# Global Results

<table>
<thead>
<tr>
<th>Trait</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Ambitious</td>
<td>28%</td>
</tr>
<tr>
<td>Broad-minded</td>
<td>40%</td>
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<tr>
<td>Caring</td>
<td>23%</td>
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<tr>
<td>Competent</td>
<td>66%</td>
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<tr>
<td>Cooperative</td>
<td>31%</td>
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<tr>
<td>Courageous</td>
<td>22%</td>
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<tr>
<td>Dependable</td>
<td>39%</td>
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<tr>
<td>Determined</td>
<td>22%</td>
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<tr>
<td>Fair-minded</td>
<td>35%</td>
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<tr>
<td>Forward-looking</td>
<td>62%</td>
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<tr>
<td>Honest</td>
<td>84%</td>
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<tr>
<td>Imaginative</td>
<td>17%</td>
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<tr>
<td>Independent</td>
<td>5%</td>
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<tr>
<td>Inspiring</td>
<td>66%</td>
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<tr>
<td>Intelligent</td>
<td>47%</td>
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<tr>
<td>Loyal</td>
<td>18%</td>
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<tr>
<td>Mature</td>
<td>17%</td>
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<tr>
<td>Self-controlled</td>
<td>10%</td>
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<tr>
<td>Straightforward</td>
<td>32%</td>
</tr>
<tr>
<td>Supportive</td>
<td>37%</td>
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</table>
Admired Leaders

- Honest
- Competent
- Inspiring
- Forward-looking

Credibility

- Trustworthiness
- Expertise
- Dynamism
Credibility is the foundation of leadership. If you don’t believe in the messenger, you won’t believe the message.

Jim Kouzes and Barry Posner, *The Leadership Challenge*
What is credibility behaviorally? How do you know it when you see it?
DWYSYWD
The Six Disciplines for Earning and Sustaining Credibility
1

Discover Your Self
Leadership is personal... Do the people you lead know who you are, what you care about, and why they ought to be following you?

Ron Sugar
Chairman Emeritus,
Northrop Grumman Corp.
I realized that there was no magic that was going to happen. It was now up to me to decide, “What’s my framework for living?”

Elaine Fortier
Dropbox
Employee Commitment

Clarity about my values

Clarity about organization's values

<table>
<thead>
<tr>
<th>Low</th>
<th>High</th>
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<tr>
<td>4.90</td>
<td>4.87</td>
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</table>

<table>
<thead>
<tr>
<th>Low</th>
<th>High</th>
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<tbody>
<tr>
<td>6.12</td>
<td>6.26</td>
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</table>
Our study demonstrates that those who lead primarily from **values-based motivations**, which are inherently internal, **outperform** those who lead with additional **instrumental outcomes** and rewards.

Discover Activity

Write your *credo memo* — a one-page memo articulating the principles that should guide others in making decisions and taking action. Now examine your principles to see whether they are instrumental or internal.
2

Appreciate Constituents
Do you trust people you know more than people you don’t know?
A good leader takes the time to get to know his or her team on a personal level, but a great leader goes one step further and learns about each person’s values, how they build trust, and what is core to their motivation and drive.

Hilary Hall, General Electric
I can’t stress how hard it is for people and leaders to hang in there... You earn credibility through really hearing them.

Andrea Zintz
VP HR, Ortho Biotech
President, Strategic Leadership Resources
Leaders who master listening and responding with empathy will perform more than 40 percent higher in overall performance.

Richard S. Wellins, Ph.D
senior vice president, DDI
Appreciate Activity

Have a conversation with your key constituents. Ask them to describe to you the attributes of an ideal place to work and live. Actively listen to their responses. The goal is to discover and understand what they value.
Shelton Leadership Center

Leadership Values

➢ Honesty
➢ Integrity
➢ Diversity
➢ Social Responsibility
➢ Compassion
OKAY, TROOPS, GATHER 'ROUND!

WELL, WHAT DO YOU THINK?

WHO IS IT?!
IT'S ME! I'M THE LEADER SO I GET MY PICTURE ON THE FLAG!
JUST THINK HOW IT WILL INSPIRE YOU AS WE MARCH ALONG...

ALL RIGHT, DOES ANYONE HAVE A BETTER IDEA?
Benefit of Shared Values

When people share the values of their organization, they:

• Are more personally successful
• Are more committed to the firm and key stakeholders
• Are more willing to work harder and longer hours
• Feel less personal and job stress
• Place greater importance on organizational goals
Affirm Activity

From the interviews you conduct, look for **common ground**. What are some of the values that are mentioned most frequently. Share your findings with your core constituents and check to see if there’s consensus.
4
Develop Capacity
We can’t do what we say if we don’t know how!

Jim Kouzes and Barry Posner
Credibility: How Leaders Gain and Lose It; Why People Demand It
Better learners... consistently engaged in leadership practices more frequently than those in the low learning category.

Lillas (Brown) Hatala and Barry Posner,  
*Leadership & Organizational Development Journal*
If you express confidence in their abilities, they will put their hearts into whatever project is on the table.

Patti Kozlovsky,
Senior consultant, PKM consulting
Ability and Performance

Source: A. Bandura, Stanford University
Develop Activity

Review the shared values and ask: Do we have the capacity and confidence to deliver on our values and our promises? If not, what can we do to develop the capacity and confidence?
5
Serve a Purpose
What evidence exists that we are living our values and making decisions consistent with our values?

Barbara Goretsky,
Northrop Grumman
Leaders follow through on promises and commitments he/she makes.
THIS BUILDING
IS DEDICATED TO
THE MEMORY OF
IGNATIUS
JOSEPH FIRPO
"WHAT WE HAVE
DONE FOR OURSELVES
DIES WITH US;
What we have
done for others
remains, and is
immortal."
Serve Activity

At the end of every day, ask yourself: “What have I done today that demonstrates the values we share? What have I done that might have been incongruent with the values? What can I do tomorrow to make sure I serve our shared values?”
6
Sustain Hope
Hope means believing you have both the will and the way to accomplish your goals, whatever they may be.

C. R. Snyder
The Psychology of Hope
High Hope = High Performance

People with high vs. low hope:

- Have more goals
- Select more difficult goals
- Achieve higher levels of organizational success
- Report greater satisfaction with life
They want to know that I value them. That I think they are doing a great job. And that I am not taking their contribution for granted.

Jane Binger, 
Executive director of leadership development, 
Lucille Packard Children’s Hospital
Really believe in your heart of hearts that your fundamental purpose, the reason for being, is to enlarge the lives of others. Your life will be enlarged also.

Pete Thigpen, former president, LS&CO USA
Sustain Activity

Before every interaction with every person stop and ask yourself, “What can I do in this moment to make others feel more hopeful and optimistic? How can I enlarge their lives right now?”
In Summary
The Six Disciplines

Discover Your Self
Appreciate Constituents
Affirm Shared Values
Develop Capacity
Serve a Purpose
Sustain Hope
How do we develop leaders for the future?
Love 'em

&

Lead 'em
obrigado  Dank U  merci  mahalo  Köszí
spacibo  Grazie  Thank you  mauruuru  Takk
Gracias  Dziękuje  Děkuju  danke  Kiitos