# Leadership Competency Development Guide

**Competency Cluster: Building Trust and Accountability**

## Competency: Personal Credibility

**Definition:** Demonstrating concern that one be perceived as responsible, reliable, and trustworthy.

**Behavioral Indicators:**
- Displays honesty and is forthright with people
- Takes ownership
- Follows through on commitments
- Respects concerns shared by others

### Developing/Practicing this Competency
- Be technically competent
- Make your word gold
- Keep confidences
- Have a follow up system to ensure you keep commitments
- Take responsibility for mistakes
- Avoid blaming others and making excuses
- Respect concerns and problems of others
- Be on time for meetings
- Give credit to others
- Volunteer for assignments with high visibility. Meet deadlines and have high quality work.

### Learning from Others
- Ask co-workers and your manager for feedback on your credibility (share what you are practicing)
- Observe someone with a reputation for having high credibility. Watch what they say and do.
- Ask someone you respect to mentor you ways to develop personal credibility.

### Sample Developmental Goals
- By June 30, I will watch the video Credibility Factor: What Followers Expect and pick at least two ideas to start using on the job.
- By February 28, I will volunteer to work on the Workforce Planning team and ask Fred Messer to give me feedback on my performance.
- By June 30, I will arrange to shadow Samantha Jones for a day to see how she goes about establishing credibility in her relationships with others.
- At every staff meeting in July, I will credit to people who have helped me with projects.
- By the end of next week, I will set up an on-line follow-up system to ensure I keep all commitments.
Leadership Competency Development Guide for Personal Credibility

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Personal Credibility in civil service.

Resource Index

**Definition, Behavioral Indicators, Developmental Activities**

**Academic Journals and Books**
on-line and available for checkout

**Videos and Podcasts**
on-line and available for checkout

**Courses**
on-line and for a fee

**Webinars**

**Other Resources**
Academic Journals and Articles on Personal Credibility

California State Library

Academic Journals and Articles

Books on Personal Credibility

California State Library

Books Available for Checkout

Safari On-Line Books

See a book you are interested in reading? Check to see if the book is available for checkout at the California State Library.

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Videos and Podcasts

Videos on Personal Credibility

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iTunes University Free Downloads - Search for Personal Credibility in Civil Service.
Courses On-line And For a Fee

On-Line Courses on Personal Credibility

Instructor-Led Courses on Personal Credibility
Coming Soon!!
<table>
<thead>
<tr>
<th>Book Title</th>
<th>Author</th>
<th>Publisher</th>
<th>Year</th>
<th>Call Number</th>
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<tbody>
<tr>
<td>The 8th Habit: From Effectiveness to Greatness</td>
<td>Stephen R. Covey</td>
<td>Free Press</td>
<td>2004</td>
<td>BF637.S4C685 2004</td>
</tr>
<tr>
<td>Book Title</td>
<td>Author</td>
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<td>Monday Morning Leadership: 8 Mentoring Sessions You Can't Afford to Miss</td>
<td>David Cottrell</td>
<td>CornerStone Leadership Institute</td>
<td>2002</td>
<td>HD57.7.C67 7 2002</td>
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</table>
A Recipe for Effective Leadership.

The article identifies various techniques essential in assuring better management among manufacturing companies. Company managers are expected to deliver the best of them to assure industrial profitability, productivity and quality of products and customer satisfaction. They should be equipped with the skills and knowledge essential in leading the company including being mentally alert, practice honesty and integrity and show sincere interest for the welfare of their members.

Authors: Smith, Jimmy L.
Source: Quality 47, no. 13 (December 2008): 42-44

Are You a High Potential?

The article refers to personnel management research which focused on how organizations identify and develop high potential employees and discusses the qualities of executives who were previously identified as high potential managers. Topics include building trust and credibility among stakeholders and colleagues, attaining strategic or financial goals, and gaining new types of knowledge. The discussion focuses on characteristics that have been found in successful people such as being ambitious, developing catalytic learning capability, exhibiting an entrepreneurial spirit, and having the ability to recognize opportunity and obstacles.

Authors: Ready, Douglas A., Jay A. Conger, and Linda A. Hill
Source: Harvard Business Review 88, no. 6 (June 2010): 78-84

Climbing the Corporate Ladder.

The article focuses on qualities required in executives for leadership in the corporate sector. A strong work ethic will get one noticed, particularly among generations X and Y, which have developed a reputation. Scott Bacon, president of Bank of New Hampshire in Manchester, says it is important that people show their commitment to the organization. People also need to demonstrate that they can work well with others in order to be an effective leader. Another key to success is to provide accurate information and to be sincere in recommendations.

Author: Mowry, Matthew J.
**Credibility Can Make or Break Your Career.**

The article offers information about several perspectives and approaches to credible leadership in organizations in the U.S. One approach to credibility is the attitude to respond quickly and honestly when organization is on the line particularly the quality of approach given by a company to major issues. Another way to view credibility is from a personal perspective especially the attitude of a person to respond when others are looking for solutions, guidance, and leadership. The article also presents factors which would help increase credibility.

**Author:** McArdle, Sherri, and Jim Ramerman  
**Source:** T+D 62, no. 1 (January 2008): 76

**The Essence of Leadership.**

Offers views on the essence of leadership. Skills involved in leadership; Ways of promoting personal integrity; List of leadership programs offered by the Council of State Governments in the U.S.

**Author:** Davis, Bart  
**Source:** State News (Council of State Governments) 48, no. 2 (February 2005): 7.

**Great and Good.**

This article describes the efforts of leaders to create a great and a good company. Great in the sense of tremendous results for investors and for customers, growth and profitability, and good in the sense of connection to the world, adding to the quality of the work force and customers, and the communities. Because profit alone cannot build reputation. The author applies 10 leadership principles to create both a great and a good company. The first five form the foundation of a company, and the last five describe the behaviors of a company. They build on each other to create a healthy culture. According to the first principle strong performers are the best corporate citizens.

**Author:** Immelt, Jeffrey R.  
**Source:** Leadership Excellence 22, no. 5 (May 2005): 17.
How Can Workplace Learning and Performance Professionals Instill Trust in an Organization’s Leaders?

The article discusses how training and development professionals can influence their organization’s leaders by inspiring trust. Performance professionals can use trust-building behavior such as listening, communicating, and delivering results to develop the same behavior in their organizations’ leaders. A trust-building model of competence and credibility is based on a reciprocity concept that an organization’s cost increases as trust declines.

Author: Covey, Stephen M. R.
Source: T+D 64, no. 10 (October 2010): 10

Personal Credibility is the New PC.

In this article the author discusses why personal credibility (PC) is important and relevant and how to implement it into a company and career. In order to gain a customer’s trust the marketer needs to be believable, trustworthy, and credible. The author provides tips for creating a systematic approach to spread PC in the culture of the organization. Some of the tips are: use PC as a factor in whether or not to hire someone, define exactly what PC means in your organization and measure, evaluate, and reward for PC in performance management processes.

Author: Allgeier, Sandy
Source: T+D 63, no. 6 (June 2009): 76.

Shed the Superman Cape: Five Steps to Build Credibility

The article presents the steps and procedures that security managers and supervisors should consider to build credibility within the organization. It mentions credibility as the key ingredient in leadership which can be attained by being real and authentic in dealing with subordinates. These opportunities to demonstrate genuineness include the need to honor others, become a learner and not a judge, and the importance of apologizing for mistakes committed.

Author: Benzel, David
**Top 10 Leadership Lessons.**

The article provides information on several leadership lessons of an effective women leader to a group of elected women from throughout the U.S. including being self-aware, competent and curious. The author mentions that being purposeful by demonstrating integrity, honesty and ethics is also one of the secrets of an effective leader. It also notes the need of a leader to be passionate particularly in all public service type of work.

*Author:* Simon, Katy  
*Source:* Public Management (00333611) 93, no. 1 (January 2011): 12.

**Traits of Leadership.**

The article discusses the characteristics of a good leader. Several attributes that leaders must possess are enumerated including flexibility, selflessness and delegation of authority. It is emphasized that a good leader must have a firm integrity to believe in his of her subordinates, must know how to handle a situation under any circumstance and must promote a team attitude. Furthermore, a leader should be mindful of every move he or she makes to protect his or her reputation.

*Authors:* Jerabek, Scott, and Jr, Danny Day  

**Trust Me: Credible Leadership Delivers Results.**

The article focuses on the effect of corporate leadership on employee engagement. The author discusses behaviors of corporate leaders that foster engagement including creation of an organizational culture, clear communication of corporate strategy, trust-building, accountability and effective implementation of strategy.

*Authors:* Matthews, Douglas J.  
Books Available On-Line

**The Ace of Soft Skills: Attitude, Communication and Etiquette for Success** by Gopalaswamy Ramesh and Mahadevan Ramesh. Pearson Education India, 2010

*Part 1: Attitude*

**The AMA Guide to Management Development** by Daniel R. Tobin and Margaret S. Pettingell. AMACOM, 2008

*Chapter 3: The AMA Management Development Competency Model: Knowing and Managing Yourself*

**Credibility: I've Lost It – Can I Rebuild It?** by Sandy Allgeier. FT Press, 2010


**The Elements of Power: Lessons on Leadership and Influence** by Terry R. Bacon. AMACOM, 2011

*Chapter 9: The Tree and Its Shadow: The Power of Reputation*

**The Jazz Process: Collaboration, Innovation, and Agility** by Adrian Cho. Addison-Wesley Professional, 2010

*Chapter 4: Build Trust and Respect*


*Chapter 2: Credibility is the Foundation of Leadership*


**Strategy 3 - Section: Incredible Credible**

**Strategy 3 – Section: Credible by Association**
Chapter 3: The Language of Effective Self-Management

The Personal Credibility Factor: How to Get It, Keep It, and Get It Back, (If You've Lost It) by Sandy Allgeier. FT Press, 2009
Trouble accessing Safari?

If you work at a state agency, and if you see screen below, click on START USING SAFARI under “Academic License & Public Library Users”.

If you not on a State of California computer, you will need to enter your State Library card number and PIN in order to log-in to Safari. If you still can’t access Safari, please contact the State Library (916-654-0261). The California State Library is open Monday - Friday from 9:30 am - 4 pm.
<table>
<thead>
<tr>
<th>Video Title</th>
<th>Description</th>
<th>Format/Length</th>
<th>Year</th>
<th>Call Number</th>
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<tr>
<td>A Basic Toolkit: Good Manager and Good Employee Skills</td>
<td>This video offers a practical, grounded approach to improving the workplace environment and advancing your career. Debra Wilcox Johnson presents different perspectives to help you gain a mutual understanding of what it means to be both a good supervisor and employee. She will provide you with specific information for improving skills that will both help you advance your career and make your workplace more enjoyable.</td>
<td>VHS/120 Minutes</td>
<td>2003</td>
<td>Z682 S64 2003</td>
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<td>Credibility Factor: What Followers Expect from Leaders</td>
<td>This video shows credibility as the central difference between effective and ineffective leadership. Several followers talk about their superiors, unveiling the tremendous impact good leaders can have on their employees. It is based on the work of James Kouzes and Barry Posner.</td>
<td>VHS/22 Minutes</td>
<td>1990</td>
<td>HD577 C72 1990</td>
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<td>The Extraordinary Leader: Going from Good to Great</td>
<td>Explains five key insights that distinguish a truly extraordinary leader from a good or &quot;average&quot; leader.</td>
<td>DVD/25 Minutes</td>
<td>2003</td>
<td>HD 57.7.E98 2003</td>
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<td>The 5 Waves of Trust</td>
<td>Great leaders don't dictate, they influence. And influence comes from a leader's ability to engender credibility and inspire people to both believe them and believe in them. The eight videos on this...compilation DVD create trustworthy leaders for whom team members readily volunteer their best efforts. The series is based on the premise that there are five layers of trust in the workplace to which leaders must be attuned: Self trust, relationship trust, organizational trust, market trust, and societal trust</td>
<td>DVD/42 Minutes</td>
<td>2009</td>
<td>HF5387.F59 2009</td>
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<td>The Leadership Pickles</td>
<td>There's always been talk of serving the employee, but not as much the employee. It's our employees who take care of our customers, isn't it only right that someone takes care of them in turn? And for Bob Farrell, author of the hit customer service program, “Give ‘Em the Pickle,” that question is the cornerstone of great leadership. For Bob, leaders are those who SERVE the people who SERVE the customer. And in this exciting program, he applies his expertise on customer service to employee service and shares a memorable and motivating message for all leaders. What he did for customers, he's now doing for employees!</td>
<td>DVD/16</td>
<td>2005</td>
<td>HD57.7.L42 52005</td>
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<td>Leadership: What's Trust Got to Do with It?</td>
<td>This DVD tells the story of a team leader who realizes that he cannot lead his team without first gaining their trust. As the story progresses, he puts into practice 5 trust-building behaviors, which help him to regain the trust and active participation of his team.</td>
<td>DVD/19</td>
<td>2010</td>
<td>HD57.7.L43 592010</td>
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On-Line Courses for a Fee on Personal Credibility

California Virtual Campus
The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.
Phone Number: (530) 879-4085
Online Contact: http://www.cvc.edu/contact/

OTech - Training & Event Center, HALO (High Achievement Learning Organization) “Office Desk Courses”
HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.
Phone Number: (916) 464-7547
Email: training@state.ca.gov
Instructor-Led Courses for a Fee on Personal Credibility

**American River College**
American River College offers instructor-led and on-line classes that help people prepare for new careers and enhance with current job skills.
Phone Number: (916) 484-8011
Online Contact: [info@arc.losrios.edu](mailto:info@arc.losrios.edu)

**College of Continuing Education, California State University Sacramento (CSUS)**
The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.
Phone Number: (916) 278-4433
On-line contact: [http://www.cce.csus.edu/general_info/contactus.htm](http://www.cce.csus.edu/general_info/contactus.htm)

**Centre For Organizational Effectiveness**
The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.
Phone Number: (858) 534-9119
Online Contact: [http://www.tcfoe.com/contact.html](http://www.tcfoe.com/contact.html)
Email: [info@tcfoe.com](mailto:info@tcfoe.com)

**Cooperative Personnel Services (CPS)**
CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.
Phone Number: (916) 263-3614 Option 3
Email: [trainingcenter@cps.ca.gov](mailto:trainingcenter@cps.ca.gov)
Website: [www.cps.ca.gov/training.aspx](http://www.cps.ca.gov/training.aspx)

- Increasing Human Effectiveness (2 days)
**Folsom Lake College**

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: [Career Technology Programs](http://www.flc.losrios.edu/Contact_Us.htm)
Phone Number: (916) 608-6687
Online Contact: [http://www.flc.losrios.edu/Contact_Us.htm](http://www.flc.losrios.edu/Contact_Us.htm)

**Los Rios Community College District, Business and Economic Development Center (BEDC)**

BEDC offers training at their worksite in Sacramento and at the employer’s worksite. BEDC will customize training to meet the employer’s needs.

Phone Number: (916) 563-3230
Email: WinnerB@losrios.edu
Website: [www.trainingsource.losrios.edu](http://www.trainingsource.losrios.edu)

- Practical Insight: From Cooperation to Collaboration in the Workplace (2 days)

**OTech Training Center**

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502
Email: Training@state.ca.gov
Website: [www.training.ca.gov](http://www.training.ca.gov)

- Ethics (1 day)

**State Personnel Board (SPB)**

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085
Email: ttp@spb.ca.gov
Website: [www.spb.ca.gov](http://www.spb.ca.gov)

- Practical Insight: From Cooperation to Collaboration in the Workplace (2 days)