Credibility Impacts your Ability to Influence

So How Do You Get Credibility Quickly

--- Before Everything Falls on Your Head?
Introduction

- Project and Program managers must quickly establish trust with their stakeholders, sponsors and team members.

- Why is trust and credibility so important? How do you get it quickly? Is there a formula? A magic wand?

- Once you have credibility – how do you influence behaviors?
Objectives

To help Project and Program managers understand:

• What credibility is, how to earn and retain it
• The connection between credibility and gaining influence with project team members, sponsors and stakeholders
• The psychology underlying influencing
• The six “levers” of influencing and how to use them
Trust = Credibility

- What is credibility?
- Who is “trust-worthy”?
- What makes people trust someone?
- How do you earn trust --- quickly?
- How long does it take for people to trust a Project Manager?
Credible Leaders

How do credible leaders make their followers feel?*

- valued
- motivated
- enthusiastic
- challenged
- inspired
- capable
- supported
- powerful
- respected
- proud

Notice that no one said fearful, intimidated, stupid or sad.

* Source: Credibility, Kouzes and Posner, 2003
How do you earn credibility, trust?

- Discover and define yourself
- Appreciate constituents
- Affirm shared values (DWYSYWD)
- Be open, candid, transparent
- Have the courage of your convictions
- Sustain hope – be there for others

Source: Credibility, Kouzes and Posner, 2003
Using Body Language

Mirroring

Active Listening
– Eye contact
– Leaning forward
– Head nodding
– Repeating, rephrasing, confirming

Empathy
Setting Realistic Expectations

- Make only promises you are sure you can keep
- Explain timeframes: dates and outcomes that might change vs those “in concrete”
- Get the listener to repeat back or paraphrase what you have told him/her (Just because you are speaking does not mean they are listening.)
Build Trust by....

Being Yourself

- Be vulnerable, humble and human
- Share the “real” you
- Like people and let them like you
- Bond with your team
- Ask for help
- Explain roles, where people fit, why what they are doing is important
Once you establish credibility, how do you influence behaviors?

- Bandura’s Social Learning Theory
- Changing Minds through Experiences & Stories
- The Six “Levers” of Influence
Bandura’s Social Learning Theory

Social Learning Theory proposes that social learning occurs through four main stages of imitation:

- close contact
- imitation of superiors
- understanding of concepts
- role model behavior
The Collective Mind

Influencing

Changing Minds with Experiences and Stories

“Experience is not what happens to a man. It is what a man does with what happens to him.”  Aldous Huxley

“Experience is the best teacher, but a fool will learn from no other.”  Ben Franklin

• The greatest persuader is personal experience.

• The next best persuader is vicarious experience.

Source: Influencer by Patterson, Grenny, Maxfield, McMillan & Switzler
The Collective Mind

Influencing

Six Levers of Influence

Motivation (wanting to do it) and Ability (being able to do it) are the two domains of the model.

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Source: Influencer by Patterson, Grenny, Maxfield, McMillan & Switzler
Personal Motivation
Make the Undesirable Desirable

- The strongest motivator is **intrinsic satisfaction** – whatever makes a person happy, satisfied, proud of himself/herself.
- Classical conditioning – associating a neutral stimulus to signal a reward (or punishment); soon the neutral stimulus becomes, itself, the reward or punishment.
- Make it a game.
- Tie daily activities to morals/values (reframe).

Source: *Influencer* by Patterson, Grenny, Maxfield, McMillan & Switzler
Social Motivation – Harness Peer Pressure

Stanley Milgram’s “shocking” test results:

- **65%** of people will deliver intensely painful, possibly damaging electric shocks to their fellow research participants *if the researcher tells them to*

- **90%** of people will shock fellow research participants *if they have a confederate who has done so*

- **Only 10%** of people will shock fellow research participants *if a confederate refuses to do so*

Source: *Influencer* by Patterson, Grenny, Maxfield, McMillan & Switzler
Structural Motivation – Design Rewards, Demand Accountability

Optimize the *power of things* such as rewards, perks, bonuses, salaries, offices and occasionally a kick in the seat.

Order of Use
- **Intrinsic satisfaction**
- **Social support**
- **Extrinsic rewards** – *after* the other two are lined up and implemented

Source: *Influencer* by Patterson, Grenny, Maxfield, McMillan & Switzler
Structural Motivation – Design Rewards, Demand Accountability

What most people don’t know about rewards:

• Rewarding something already desirable hurts (!?)
• Extrinsic rewards won’t compensate for failure to engage people on a personal level or social motivation
• Rewards should come as soon after the desired behavior as possible, should be appropriately gratifying and clearly tied to the vital behaviors.
• Small rewards can produce BIG benefits
• Symbolic and social rewards are sometimes more desirable than extrinsic rewards

Source: Influencer by Patterson, Grenny, Maxfield, McMillan & Switzer
Structural Ability – Change the Environment

- **Make it easy** If you make the *right* behavior easier than the wrong one, people will select it naturally.
- **Or better yet, make it unavoidable** If you can alter the environment to eliminate having the wrong behavior as an option, even better!
Gaining Credibility and Exerting Influence

1. Gain credibility with team, sponsors, stakeholders (via DWYSYWD, Body Language, Shared goals, Integrity)

2. Leverage the trust you have to influence behaviors (getting others to: complete tasks, go through training, revise processes, provide resources or support)

3. Use the Six Levers of Influence as the specific situation requires
Recommended Reading

Books for Deeper Understanding

- **Credibility** by Kouzes & Posner,
- **Influencer** by Patterson, Grenny, Maxfield, McMillan and Switzler
- **Buy*In** by Kotter & Whitehead
Thank you for your time and attention. I have enjoyed talking to you and hope to see you again.

You can always call or email if I can be of help.

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