

Last week, I shared from The Great Place to Work® Institute's book The Great Workplace and showed you the five dimensions.

Three of those dimensions build trust. They are Credibility, Respect and Fairness.

This week, the focus will be on Credibility.

Credibility refers to a leader's trustworthiness, expertise and authenticity. Leaders gain credibility by setting the course, supporting employees, and helping the organisation to reach its goals while being approachable and honest.

When you've built credibility, you can spend more time on the things that matter. When you have set the organisation's direction, made expectations clear, and communicated thoroughly, you spend less time watching over people's shoulders or correcting errors.

When you've gained credibility, people follow your lead because they believe in you, because they know you will lead them and the organisation to success. Sure there are other, seemingly faster ways to get employees to comply. But it is the relationship you build with your people that gets you the commitment needed not merely to fulfil daily duties but to go above and beyond.

When we look at a leader's credibility through the Great Place to Work lens, we look at three things:

1. the degree to which leaders share information with people (two-way communication)
 - a. *communication must be informative, not just more*
 - b. *communication by making yourself accessible, not sharing your time-with-employees with the phone and the email*
2. the ability to display expertise while remaining open and accessible to employees (competence)
 - a. *coordinating resources appropriately including the choice of key personnel*
 - b. *oversight without micro-managing*
 - c. *vision that shows what the institution's values looks like in the context of the classroom and the staffroom*
3. the extent to which the leaders' actions match their words (integrity)
 - a. *being reliable, so that who you are to your superintendent matches who you are in school*
 - b. *being honest, sharing the whole truth*

When working with Credibility, remember

- a) Function before Form
- b) Prepare for Persistence

- c) Take it from the Top (*credibility must begin with top and middle management*)
- d) The Buck Stops Here.
- e) Walk the Talk
- f) Be Predictable

Italics are my own