ICE 2022

54TH INTERNATIONAL CONFERENCE & EXHIBITIONS

LEADING PEOPLE; GROWING NATIONS

CHARTERED INSTITUTE OF PERSONNEL MANAGEMENT OF NIGERIA

VENUE
Obi Wali International Conference Centre, Port Harcourt, Rivers State

DATE
October 17 - 21, 2022

...we deliver value through people

Psychological Trust, Empathy & Accountability - Recipe for Credible Leadership

Why are we having this conversation?
Why is it important ?

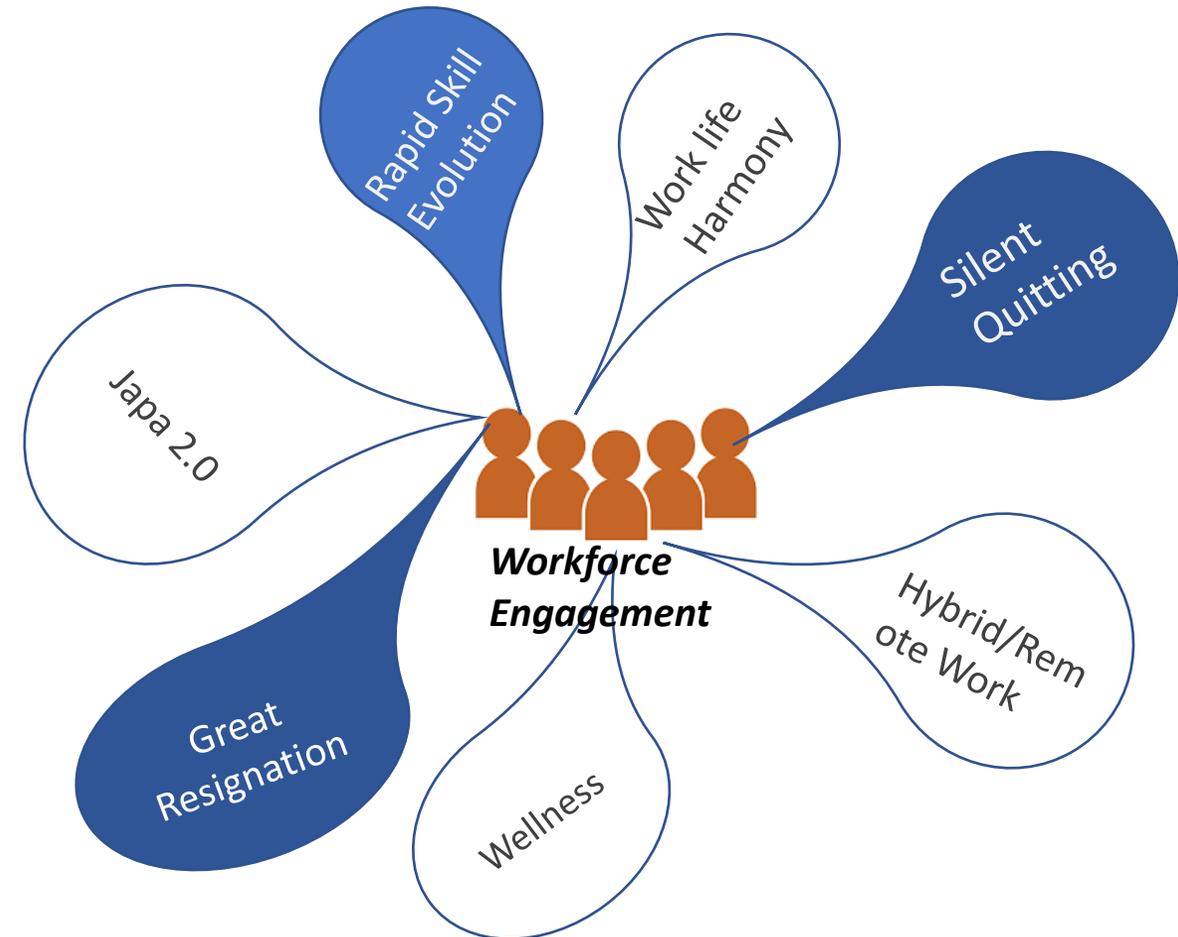**Meet Lily the Goldfish**

Credibility is a leader's currency. With it, he or she is solvent, without it, he or she is bankrupt

John Maxwell

Realities

Business leaders are contending with unprecedented challenges requiring significant effort, attention and some unique skills

The Power dynamics between employers and employees is in a state of flux....

Pre-Covid

- Employers market
- Work as we knew it
- Content to get a paycheck
- Leadership focused on outcomes
- Some psychological contract

During Covid

- Survival of the fittest
- Employers and employees in survival mode
- Need for rapid change and adaptation
- Need for stronger psychological contract
- Adaptation of leadership styles

Post -Covid

- New dawn
- New ways of work
- Shift of power, employees market?
- Paycheck no longer sufficient, purpose, growth ...
- New skills, new focus and new work eco-systems

Leadership and the work ecosystem is becoming even more relevant in the scheme of things

To remain a credible leader, I must always work first, hardest and longest to change myself. This is neither easy nor natural, but it is essential…..

John Maxwell

These three dimensions of source credibility are strikingly similar to three of the four most frequently selected items in our survey: honesty, competence and inspiration. What we found quite unexpectedly in our initial research-and have had reaffirmed ever since-is that, above all else, people want leaders who are credible.

https://iveybusinessjournal.com/publication/a-prescription-for-leading-in-cynical-times/
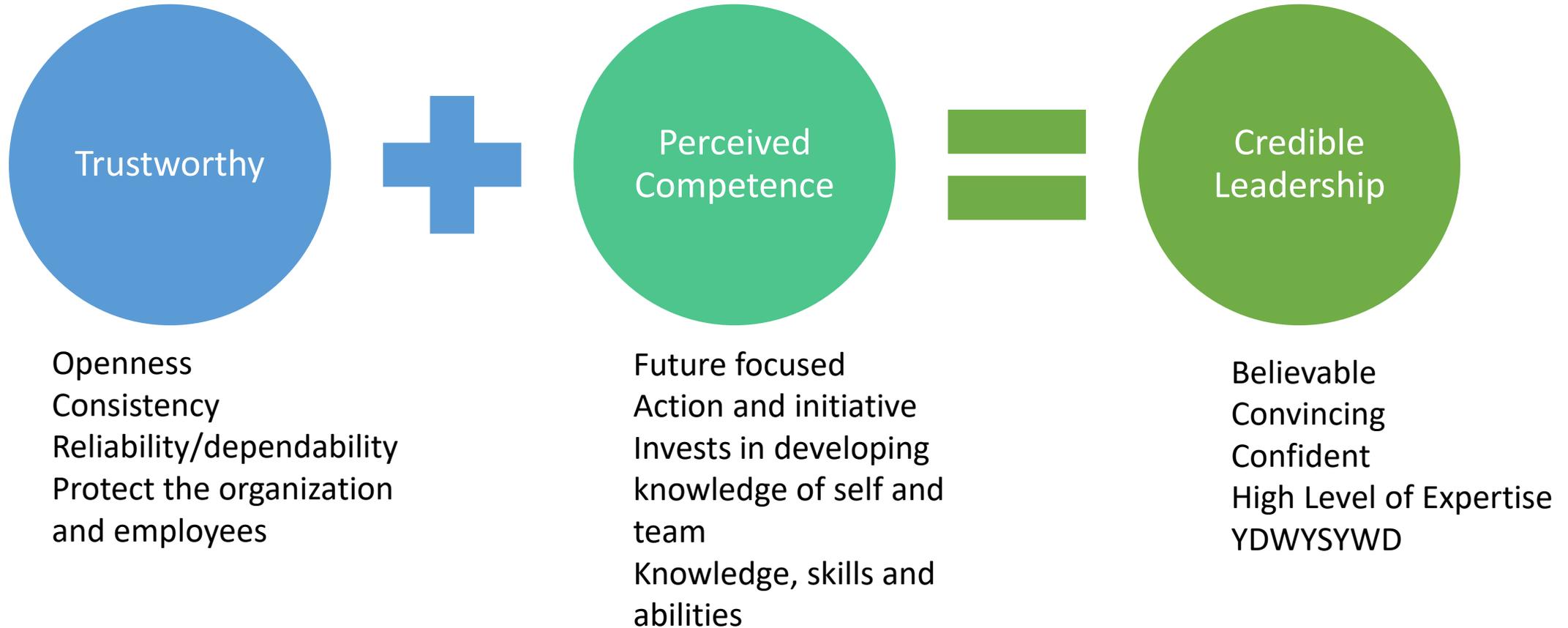
Why Credibility Matters in Leadership

Credibility in leaders produces
high quality relationships
between leaders and followers.
Creativity and innovation ,
employee motivation, ***leader
believability*** and lessens burn out

https://www.bizjournals.com/nashville/news/2021/04/08/how-to-build-credibility-as-a-leader.html

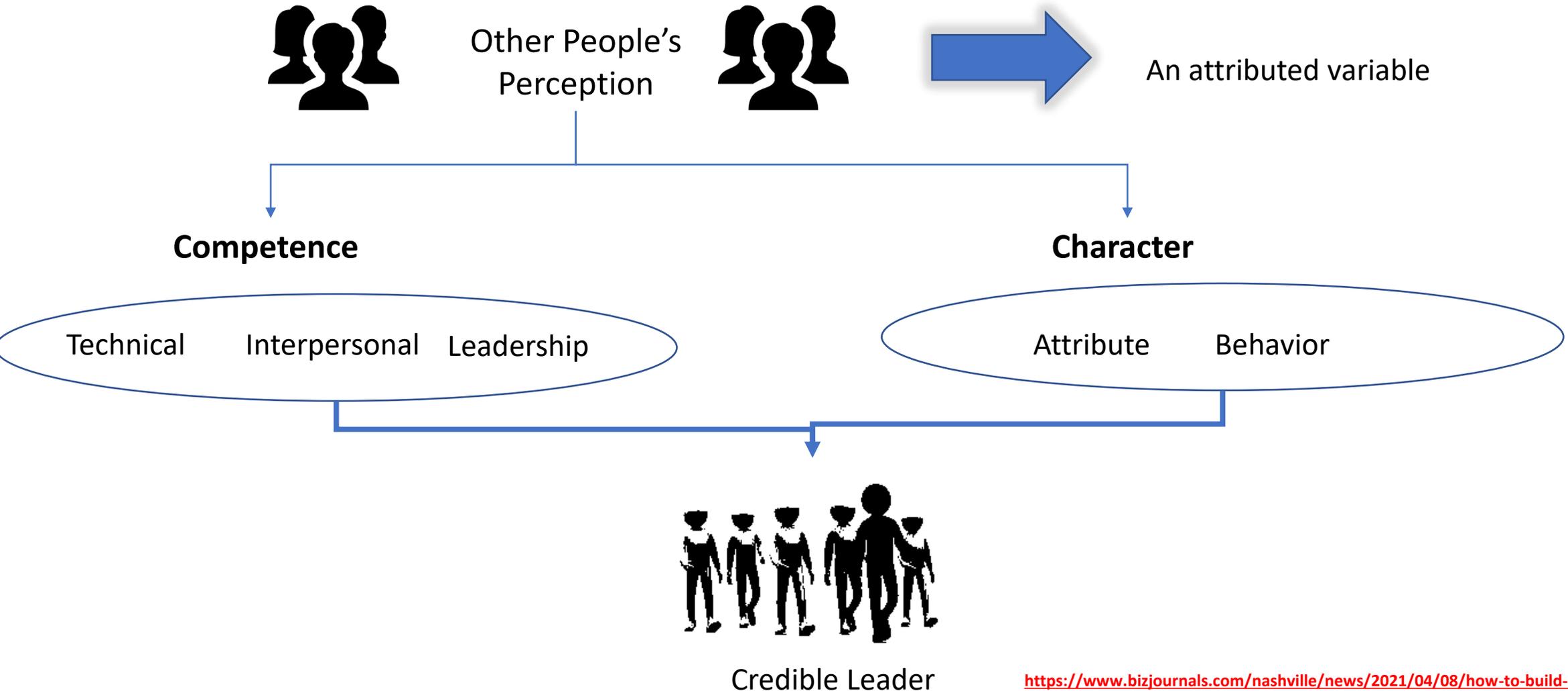Lack of credibility breeds distrust , disengagement thus impacting an organization's reputation and performance

https://soaringeagles.co/resources/leadership-credibility-why-it-matters-how-to-develop-it/

What It means to be a credible leader (1/2)

Trustworthy + **Perceived Competence** = **Credible Leadership**

Openness
Consistency
Reliability/dependability
Protect the organization and employees

Future focused
Action and initiative
Invests in developing knowledge of self and team
Knowledge, skills and abilities

Believable
Convincing
Confident
High Level of Expertise
YDWYSYWD

Do people around us think we are credible? Are we showing up, acting and engaging as credible leaders?

What It means to be a credible leader (2/2)

Other People's Perception

An attributed variable

Competence

Technical   Interpersonal   Leadership

Character

Attribute   Behavior

Credible Leader

Psychological Trust…

"Compared with people at low trust companies, people at high trust companies report: **74% less stress**, **106% more energy at work**, **50% higher productivity**, **13% fewer sick days**, **76% more engagement**, **29% more satisfaction with their lives**, **40% less burnout**"*

Leadership is not taken, it is given, people give leadership to those they trust

Henry Cloud

Psychological Trust…

How leaders can promote a trust environment

- Recognize excellence
- Discretion/autonomy to do their job ,this encourages innovation and stronger sense of ownership
- Create a safe place to fail
- Job crafting – giving some flexibility to team members to join projects , infuse some variety in their work or be part of something that gives meaning to them
- Share information broadly and openly
- Build connection beyond work
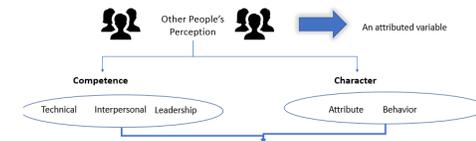- Practice what you preach, live the Values

Leadership is an achievement of trust

Peter Drucker

Technical Competence

- Continue to build your repertoire of knowledge in your chosen skills. Specifically, credible leaders should be agile learners and must stay current and in tune
- Translate your knowledge and abilities into tangible and consistent performance
- Ability to anticipate and address current and emerging business challenges
- Deep understanding of the business macro, micro and competitive landscape
- Leveraging own skills to build capacity and replicate critical capabilities in his/her team
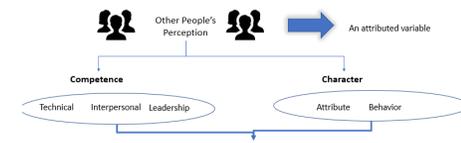
Interpersonal Competence

Leadership is more about the people being led than about the leader.
It is about connection, engagement, community etc.

 Credible leaders….

1. Understand the criticality of relationships! They are deliberate about fostering and nurturing enduring relationships
2. They actively seek the development of their team. They understand that their first and most important role is to support the growth of their people
3. They are effective communicators
4. They are humble enough to seek feedback and respond as necessary
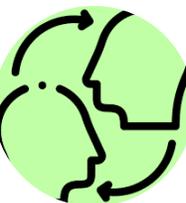5. They genuinely care, they are empathetic

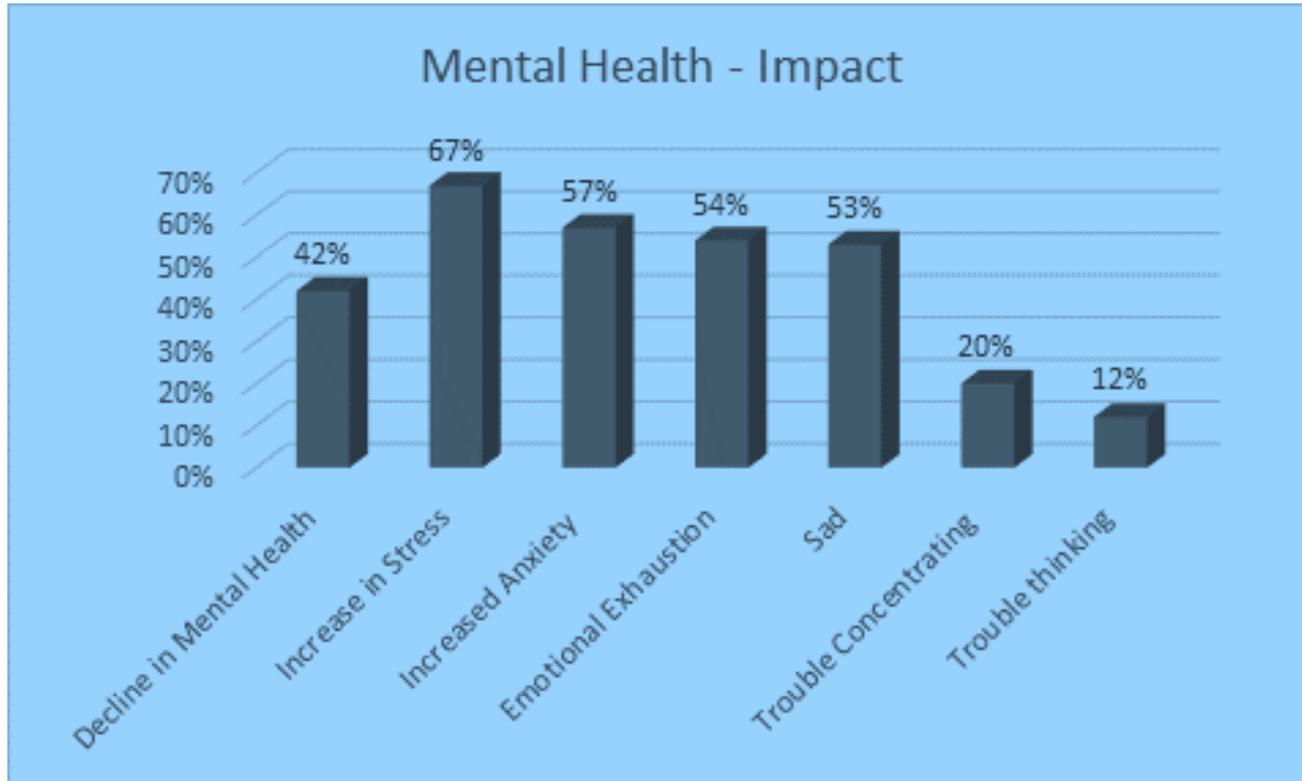**Humans are multi-dimensional beings, complex, unique and rarely come with a tailored how-to manual ….**

This is where empathy impacts leadership credibility

Empathy is patiently and sincerely
seeing the world through the other
person's eyes. It is not learnt in school;
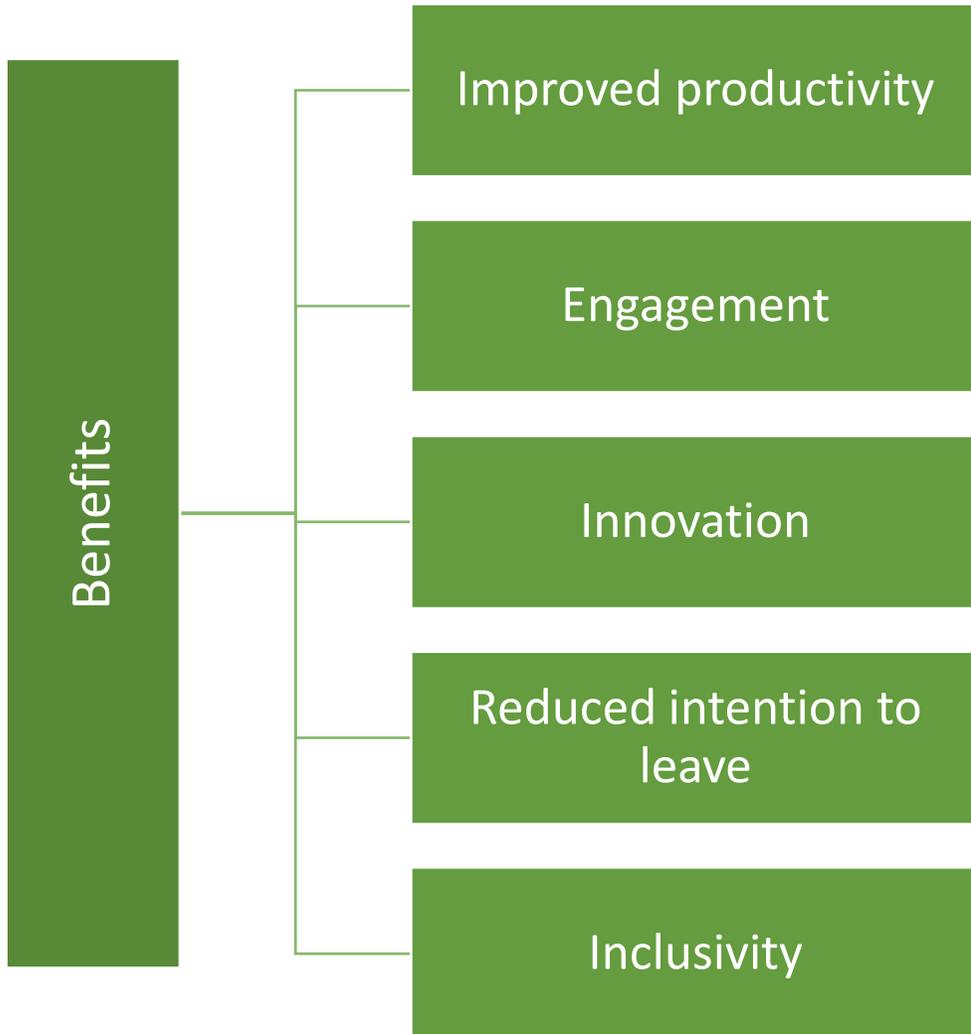it is cultivated over a lifetime….

Albert Einstein

People are going through high levels of stress and mental health challenges are becoming more prevalent

Mental Health - Impact

Category	Percentage
Decline in Mental Health	42%
Increase in Stress	67%
Increased Anxiety	57%
Emotional Exhaustion	54%
Sad	53%
Trouble Concentrating	20%
Trouble thinking	12%

Study of 2000 employees conducted in Australia, France, Germany, New Zealand, Singapore, UK and US

The trend of world events, short circuiting of timelines of crises, disasters, recession and other socio-economic and political events suggest that the level of stress and its impact on people generally may continue for the foreseeable future

https://www.qualtrics.com/blog/confronting-mental-health/

Empathy is not just a feel-good effect, it has great benefits too

Benefits

- Improved productivity
- Engagement
- Innovation
- Reduced intention to leave
- Inclusivity

1 Leaders can enhance their credibility by leading with emotional and cognitive empathy

2 Leaders should learn to genuinely care, inquiring and following up on the well being of their team

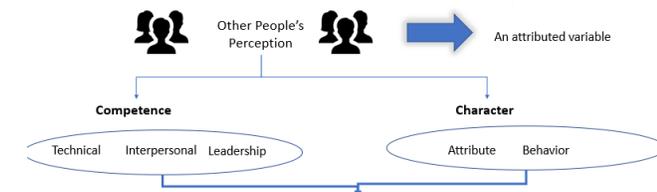**3** Leaders should learn to listen to understand and without judgement or bias

How can businesses develop Empathetic Leaders?

Character

Credible leaders are charismatic and espouse the organizational values and ethos:

- Personal commitment, drive and resilience
- A strong desire to support the growth of team members
- Strong ethical standards
- Strong sense of responsibility and accountability
- Put people first, show genuine and unjudgmental care

Other People's Perception   An attributed variable

Competence   Character

Technical   Interpersonal   Leadership   Attribute   Behavior

Accountability - A critical leadership trait

- Credible leaders are accountable to the business and the people
- They take their roles as people leaders seriously
- They foster a culture of accountability by holding their team accountable

It is the obligation of all leaders to hold themselves accountable and help others do the same....

John Eades

Key Elements to Fostering Accountability

- Clarity of vision and purpose

- Clearly laid out goals and performance expectations

- Proper systems and mechanisms to drive accountability including reward and consequences mechanisms

- Clear and transparent communication of expectations

- Climate of trust, integrity and responsibility

- Enabling culture

In conclusion, credible leadership has more than a bottom-line impact…..

- Consider your experiences with leaders either in your community, at work, the larger society or even the political space ….
- What impact did leaders who exhibited trust, accountability and empathy have on you?
- How can the society, businesses and communities develop credible leaders?
- Can we teach credibility? Can we teach trust and empathy ?

In the final analysis….

- Dealing with human beings continues to be one of the wonders of the world. A mystery across the ages and an unavoidable reality except you are a hermit

- But some things hold true… People want to be led well

- Credibility may take a lifetime to build, it can be obliterated in one single instance …

To be persuasive, we must be believable, to be believable we must be credible, to be credible we must be truthful

Edward R. Murrow

Juliana Esezobor…

Julia is an executive with over two decades' experience working across industries and supporting businesses. She has supported many businesses in various areas of need and more critically in evolving their leadership and cultural landscape.

She is a certified coach and an Association for Talent Development (ATD) Master Trainer.

Julia holds a Bachelor of Engineering (B.Eng.) degree in Chemical Engineering from the University of Benin, an MBA from Lagos Business School (LBS), an M.Sc. in International HR Management from Cranfield university, UK and Post- Graduate Diplomas in Design Thinking, Systematic Inventive Thinking and Strategy from various Ivy League Institutions.

She is a member of the Chartered Institute of Personnel Management (CIPM), a certified Global Professional of Human Resources (GPHR); a certified Human Resource Management Professional (SPHRi); and a certified Senior Professional of Human Resources (SPHR).

She is presently the Country People and Culture Director of Coca-Cola Hellenic Bottling Company.