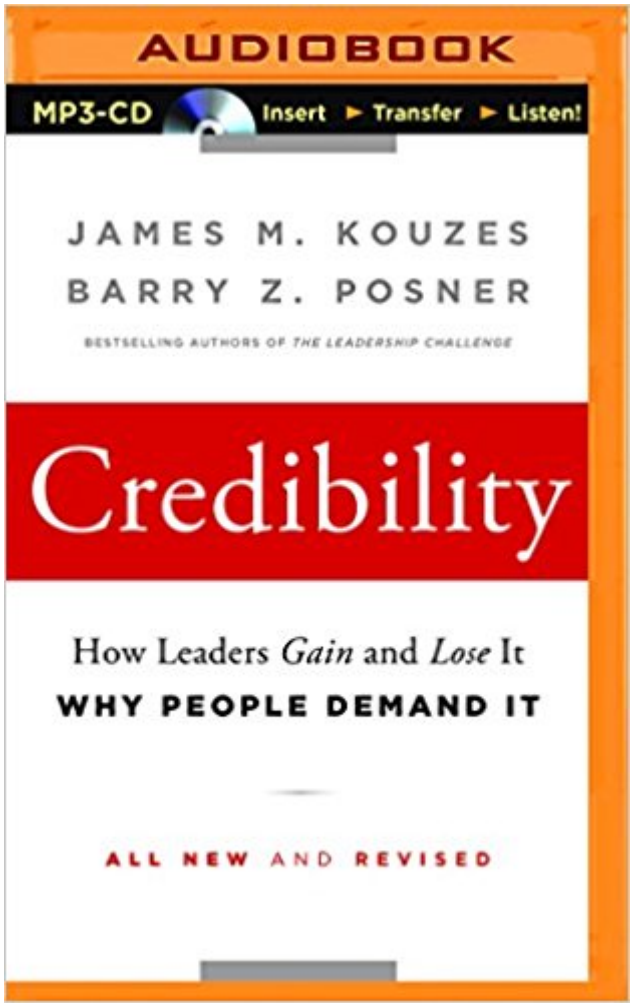
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# Credibility: How Leaders Gain And Lose It, Why People Demand It, 2nd Edition




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## Synopsis

The first true revision of the classic book from the bestselling author of The Leadership Challenge As the world falls deeper into economic downturns and warfare, the question of credibility (how leaders gain and lose it) is more important than ever. Building on their research from The Leadership Challenge, James Kouzes and Barry Posner explore in Credibility why leadership is above all a relationship, with credibility as the cornerstone, and why leaders must "Say what you mean and mean what you say." This first full revision of the book since its initial publication in 1993 features new case studies from around the world, fully updated data and research, and a streamlined format. Written by the premier leadership experts working today, Credibility: Reveals the six key disciplines that strengthen a leader’s capacity for developing and sustaining credibility. Provides rich examples of real managers in action Includes updates toÃ Â the applicationsÃ Â and research This personal, inspiring, and genuine guide helps you understand the fundamental importance of credibility for building personal and organizational success.

## Book Information

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## Customer Reviews

Q&A with Authors Jim Kouzes and Barry Posner Author Jim Kouzes Why is credibility so important? Credibility is the foundation of leadership: This is the inescapable conclusion we have come to after more than thirty years of research into the dynamics of the relationship between leaders and constituents. Leadership is a relationship. You can’t talk about leadership without talking about the expectations of those who are led. The three qualities people most look for and

admire in leadersÃ¢â ¬â •that they be honest, competent, and inspiringÃ¢â ¬â •are the qualities that comprise what communication researchers refer to as source credibility. Simply put, people won't believe the message if the don't believe in the messenger.  Once credibility is lost, is it possible to gain it back?  Yes, it is. But first, let's remind ourselves that despite everyone's best intentions, despite the pursuit of flawless leadership, things don't always go as planned, expected, or promised. Sometimes circumstances change, and you can no longer do what you said you would do. Sometimes you realize, probably belatedly, that you don't have the competence or resources to do what you said. Sometimes you and others make errors in judgment or choose the wrong strategies. Sometimes you just mess up. No human being is exempt from failure. The trouble is that leadership failures and human frailties can sometimes seriously damage your credibility. That's why it's important to understand what you can do to regain credibility if ever you should tarnish or lose it. Once that happens, you need to follow what we call the Six A's of Leadership Accountability: Accept, Admit, Apologize, Act, Amend, and Attend. When people are asked what's the most important thing a leader should do after making a mistake, the universal response is Ã¢â ¬Å“admit it.Ã¢â ¬Â• First, you have to accept personal responsibility for your actions, and, in the case of leaders, the actions of your organization. Then you have to publicly acknowledge that you have made a mistake. Offering an apology is another important step in rebuilding credibility. It lets constituents know that you are concerned about the impact your actions may have had on them, as well as the problems your actions may have caused them. Quick action to deal with the immediate consequences of a mistake needs to follow an apology. A quick response lets others know that you are going to do something about the problem. Making amends for mistakes is also a necessary but often overlooked part of the rebuilding process. People don't expect you to resign for an honest error or lapse in judgment, but they do expect some form of reparation or personal participation in the hardship. The amends should fit the problem. And finally, to make sure that you are attuned to the influence your actions are having on restoring lost credibility, you should pay close attention to the reactions of your constituents.  This is the first true revision of Credibility since its initial publication in 1993. Why revise it now?  Author Barry Posner  Timing is everything. When the first edition of Credibility was published in 1993, we noted that nearly half of America's workforce was cynical. The late 1980s and early 1990s were also a period of recessionÃ¢â ¬â •there were few jobs, we were also recovering from a market crash, and we had begun the Gulf War. Public faith in its leaders was low. In the late nineties and at the turn of the century, we saw increases in trust, confidence, and credibility among leaders of major institutions. But these shifts turned out to be very short-lived. After rising for a decade, confidence in institutions and leaders began to slide in the

early 2000s, and by 2007 trust (the key ingredient of credibility) had taken a nosedive. Whatever gains had been achieved had been lost. People doubted the competence of leaders, and they also questioned their integrity. Scandals, financial misdeeds, and greed had taken their toll on people's belief in their leaders. And when the economic collapse and subsequent recession hit in 2007-2008, cynicism and distrust soared. We may have hit bottom again, but it's too soon to tell. Leaders need to take more seriously the importance of earning and sustaining credibility. We revised this book because we want to offer a useful framework and practical suggestions on what leaders can do to increase the trust and confidence others have in them. We won't see increases in engagement or performance until we see significant increases in leader credibility. What is different in this new edition? (Or, what can fans of the first edition of Credibility expect from this new edition?) This new edition of Credibility is completely revised and has a longer and broader reach than the earlier book. Our research is global, and the cases in this edition reflect that. From Asia and Australia to Europe, the Middle East, and North and South America, we show how people around the world affirm that credibility is the foundation of leadership. All the cases in this book have been updated, and 90 percent of them are new to this volume. They are fresh illustrations of the changing nature of the context in which people now work, especially as new generations enter the workforce. This second edition is also slimmed down from the original. In addition to the worthy goal of saving the planet some paper, we trimmed the length for several reasons. First, we sharpened the focus on our central theme: how leaders earn and sustain credibility. In the first edition, we took detours into issues of service quality, for example, which, while important, weren't directly on message. Second, technology now allows us to move some of our research to our website. Third, we developed an entirely new companion volume to accompany this book. Strengthening Credibility: A LeaderÃ¢â ¬â„¢s Workbook provides many developmental and application exercises for building and sustaining credibility. What has not changed is our intense interest in how values clarification and culture creation must be at the top of a leaderÃ¢â ¬â„¢s agenda. Some of our earliest research clearly shows that commitment, satisfaction, productivity, and other positive outcomes are significantly higher when people shared the values of their organizations. This finding is reaffirmed in our most current studies. --This text refers to the Hardcover edition.

Credibility—and how you gain and lose it—is moreimportant than ever. As the world falls deeper into economic downturns and armed conflicts, as communities become more heatedly partisan, and as many workplaces show growing signs of disengagement, issues of credibility remain front and central. In this thoroughly revised and updated edition of their bestselling book

Credibility, Jim Kouzes and Barry Posner explore why leadership is above all a relationship, with credibility as the cornerstone, and why leaders must "Say what you mean and mean what you say." Building on their more than thirty years of ongoing research, Credibility expands on their seminal work The Leadership Challenge, and shows why credibility remains the foundation of great leadership. Throughout the book, Kouzes and Posner reveal how leaders can restore trust and confidence, and take the actions needed to strengthen credibility over time. Featuring in-depth interviews with international leaders from the business, government, education, and nonprofit sectors, this all-new edition contains personal stories and rich examples of the key actions and behaviors of credible leaders who get extraordinary things accomplished. At the heart of the book is an exploration of the six key disciplines that strengthen a leader’s capacity for developing and sustaining credibility: Discover Yourself; Appreciate Constituents; Affirm Shared Values; Develop Capacity; Serve a Purpose; and Sustain Hope. Addressing the needs of today’s turbulent times, Kouzes and Posner also examine the tension that exists when leaders try to respond to constituents while remaining true to their values. This personal, inspiring, and genuine guide offers an understanding of the fundamental importance of credibility and how to gain it in order to build personal and organizational success. --This text refers to the Hardcover edition.

When you have to read this book for work, it’s much easier to listen to it. Just saying!!The philosophy behind the book is great and you will find yourself trying to implement their ideas. It’s not hard to improve as a leader. It just takes a little bit of effort. Now if only everyone in a leadership position took this advice to heart!

My boss had me buy 8 copies so she, my peers, and I could all read this and have group discussions. She probably should have just bought one and read it herself. We never got past chapter 4 and we only met to discuss the book 2 times. Then it was decided that we had more important things to do than reading a book...therefore losing credibility. What I read was good, so I can’t fault the book...have to give it 5 stars.

Purchased for my reference library. Delivers sound information on how leaders gain v lose credibility. Some of my former bosses could have benefited from this :/

This book was a part of my reading for my Phd in Organizational Management. Here’s my review.In reading, "Credibility" by Kouzes and Posner (2003), the two leadership experts in the field of

organizational development and management, particularly workplace outcomes, addressed some important managerial issues that relate to values, leadership roles and performance outcome. Their main argument discussed how shared values can help an organizations improve productivity and organizational effectiveness. The authors suggest that "shared values are the foundation of building productive -relationships" within organizations (p.121) in which there are various ways for organizations to build long lasting partnerships between leaders and its constituents. In general, when organizations develop a shared value relationship with its constituents, they can begin to work together on the organization’s goals and objectives.I agree with the author’s philosophy that organizations must first communicate clearly to their constituents about who they are and what they represent. Open and honest communication is vital within any organization. It creates a sense of purpose and inspiration to others to support the organization’s mission. In doing so, there must be an internal paradigm shift that must take place within the organization so that leaders begin to attract and maintain constituents who are connected to the organization’s vision.I would recommend this book to leaders within small and large organization to develop a strong foundation for growth and expansion.Lisa WillisCoach and Organizational Consultant

as described great book

My boss recommended this book so I gave it a shot and read it as an elective book for a course in my master’s degree program. It’s a perfectly fine book on leadership though I don’t find that there is anything new or Earth-shattering about it. It’s full of the same theories and concepts as almost every other leadership book on the market but the difference is using the term "credibility." It wasn’t a waste of time to read but I didn’t come away with anything spectacular to talk about or use in my daily work.

If you ever wanted to know how build credibility, lose credibility, or regain credibility this is the book for you. Kouzes and Posner are great teachers of applicable techniques in many of their books and this one is no different. Convincing studies abound in this book and the author’s wisdom on this important topic can really help you no matter how credible you are with your people. Highly recommended !!!

Required for a class. One of the less painful reads. I don’t need a book to tell me not to be a jerk, tell the truth, follow through and people will respect me - and therefore I’ll have credibility. But,

whatever, I did need the three college credits....

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