



Walking Before Talking – The Key to Credibility

May, 2008

“Leaders don’t act in the same sense as Broadway performers...they *enact* the meaning of the organization in every decision they make and in every step they take...”

*Source: **The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations**, by James M. Kouzes & Barry Z. Posner, Jossey Bass*

- A business strategy aligning functions and tiers of an organization
 - **Where are you headed?** Developing, communicating, ensuring alignment, execute, and evaluate progress to organization strategy
- An organizational culture that emphasizes a value system, people and catalyzes commitment to and vigorous pursuit of a clear and compelling vision
- Authenticity of a leader

- Cultivate an understanding of trust
- Role-modeling trust
 - “To get trust, we have to extend trust.”
 - Clear expression of expectations - a sound strategy for achieving that balance
- Learning to recognize reliability, and keeping confidences
 - Speaking authentically with conviction, fulfilling promises
 - Providing honest feedback.

- **Develop the Organization**

- Invest in employees because they matter:
 - Empowering employees to make decisions and act on
 - Providing opportunities for growth and development
- Use measures that highlight success and pinpoint opportunities for improvement
- Reward employee and work team behavior that is consistent with the goals and values of the organization

- **Developing and nurturing relationships**
 - creating and sustaining internal and external relationships to develop networks that foster collaboration driving business results

- **Act with Commitment**
 - Integrity – be clear and honest at all times

 - Do the work
 - Spend time on activities related the goals of the organization and the employees doing the work
 - Model “high engagement” – showing that the work matters by showing up early/staying late and getting hands dirty – clearly doing “the work” of the organization

- **Communicate Personally**
 - **Listen** empathetically
 - Making it a point to be accessible to employees, listening to their concerns and successes, getting to know their work
 - Proactively **communicate** values and goals-related messages consistently and authentically
 - Create an engaging vision of the future
 - Create stories/tell stories.
 - Look for teaching moments to reinforce key behaviors or values – that can become stories
 - Provide clear feedback: What's working, what should change.
 - **Keep promises** that are consistent with the values and goals of the organization

- **Employee communications** that reinforce values & goals of the organization
 - Tell “the stories” of the organization illustrating values and goals of the organization
 - That can support 2-way communication, demonstrating “listening” to the organization
- **Formal reward and recognition systems** built on the values and goals of the organization

- **Performance appraisal and compensation systems** that recognize both employee work results and the methods for doing work; consistent with the goals and values of the organization
- **Promotions** that are consistent with the stated values and expectations of the organization
- Avoid rules-based systems through **random audits of procedures/work** so as to provide as much freedom and autonomy as possible, while still keeping an eye out for abuse of trust
- **Monitor employee trust levels** through periodic surveys, such as a climate survey.

- Qualcomm's success is with two key elements; our **values** and our **people**.
 - Qualcomm's core values of “**Innovate, Execute, Partner and Leadership**” are the foundation of our work culture
 - These deep-rooted values underlie our unique work culture and are pervasive across our diverse workforces worldwide
 - Employees are the foundation of both, our successful culture and business model
 - It's the collective efforts of our employees that create a culture of innovation, execution and collaboration

- **Employee Communications:** connecting employees to the business
 - Open and honest communication
 - Both positive and negative news
 - Annual Report About People (2006, 2007): Promoting the value of employees and their contributions, both internally and externally
 - QC Daily News and QualNet Stories
 - Featuring employees, interesting projects and businesses Organized and reinforcing the 3 key values of Innovate, Execute, Partner
 - 52 Weeks @ Qualcomm
 - Executive Speaker series
 - Video Library



- Employee-driven **recognition system**: QualStars and QCards
- **Climate Survey**, every 2 years with a strong focus on action planning and implementation
- Easy accessibility of HR records through use of strong HRMS tools
- Semi-annual **performance review process** with feedback from across levels
- **Employee Development** philosophy: Supports employee's career at the company
 - Employee-driven, with Development Plan tools
 - Employees can sign up for and attend nearly every internal training program without manager approval
 - Academic education reimbursement program
 - Internal Opportunities

- **Leadership development** that emphasizes coaching and communication skills
 - Technical Leadership Skills Program
 - Management Skills Program
 - Leadership Skills Program
 - Managers Network (website with management/leadership tools)

- **History of Innovation and technology leadership:**
 - **The Qualcomm Wall of Patents**, emphasizing the message, “Qualcomm is known, not only for its inventions, but also for its inventors.”

• Books

- **The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations, 4th Edition**, by James M. Kouzes & Barry Z. Posner, Jossey Bass, © 2007
- **Credibility: How Leaders Gain and Lose It, Why People Demand It, Revised Edition**, by James M. Kouzes & Barry Z. Posner, Jossey Bass, © 2003
- **How: Why HOW We Do Anything Means Everything...in Business (and in Life)**, by Dov Seidman, John Wiley & Sons, © 2007
- **The Trusted Leader: Bringing Out the Best in Your People and Your Company**, by Robert M. Galford and Anne Siebold Drapeau, The Free Press, © 2002

• Articles

- *The Decision to Trust*, by Robert F. Hurley, Harvard Business Review, Harvard Business School Publishing, Sept. 2006
- *Trust: How to Build It, Earn It – and Reestablish It When It's Broken*, Harvard Management Update, Harvard Business School Publishing, Sept. 2000
- *Level 5 Leadership: The Triumph of Humility and Fierce Resolve*, by Jim Collins, Harvard Business Review, Harvard Business School Publishing, Jan. 2001
- *Managing by Commitments*, by Donald N. Sull, Harvard Business Review, Harvard Business School Publishing, June 2003
- *The Geography of Trust*, by Saj-nicole A. Joni, Harvard Business Review, Harvard Business School Publishing, March 2004
- *The Work of Leadership*, by Ronald A. Heifetz and Donald L. Laurie, January 1997 (reprinted December 2001)
- *What Really Works*, Nitrin Nohria, William Joyce, and Bruce Roberson, Harvard Business Review, Harvard Business School Publishing, July 2003
- *In Praise of Followers*, by Robert E. Kelley, Harvard Business Review, Harvard Business School Publishing, Nov/Dec 1988, vol. 66, Issue 6