

PATHBUILDERS®

PERCEPTA®

FALL 2024

# BUILDING CREDIBILITY & INFLUENCE

MARCH 2025  
SESSION SIX



# ***BUILDING CREDIBILITY & INFLUENCE***

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## **PERCEPTA CONNECTION TIME**

Before you begin, mentees: **flip to your Relationship Journal in your program manual!**

Take note of your new relationships, why you might want to stay connected, and fun facts about your new connections!

Choose one of these conversation-starters to discuss in your breakout!

- **Topical:** Consider the most influential people in your organization. What causes you to think of them being influential? What roles do they have? What do they have in common (tenure, function, style, other)?
  
- **Fun:** “Influencer marketing” is now a bona fide marketing strategy – having the right celebrities or bloggers endorsing a product or a strategic product placement in social media. Do you feel influenced by trendsetters? Who do you follow for insights on trends? Any favorite blogs that influence you?
  
- **Current:** Building and maintaining your network both inside and outside your organization can be challenging, especially now that we are all in a hybrid environment. What creative strategies have you used to network and build relationships?

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## AUTHORITY VS. INFLUENCE

- Formal authority can guarantee compliance
- Informal authority (influence) can enable exceptional performance or results
- Influence is critical!
  - Matrixed structures, remote connectivity, and cross-functional teams rule
  - Authority emerges from influence, not vice-versa
  - Many factors impact your ability to influence

## A MODEL FOR INFLUENCE



## NOTES

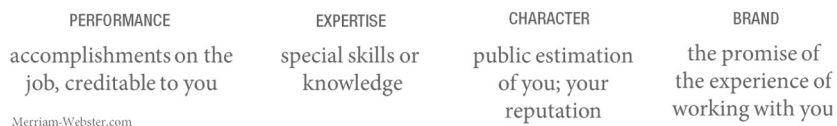
# BUILDING CREDIBILITY & INFLUENCE

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## THE FOUNDATIONS OF TRUST

### TRUSTWORTHY

Ability to be relied on as honest or truthful<sup>1</sup>



### PERFORMANCE

- Being a “go-to” resource for leading critical initiatives
- Having a strategic mindset
- Taking on more

### EXPERTISE

- Contribute on cross-functional projects
- Focus on future trends in your field
- Share your expertise with others

### CHARACTER

- Step out of your comfort zone
- Open yourself to different beliefs and ideas
- Explain your decisions and thought processes

### PERSONAL BRAND

- Self-awareness; outward focus
- Network – leveraging, removing barriers, etc.
- Confidence – projecting and inspiring others

### NOTES

## A PICTURE OF TRUST

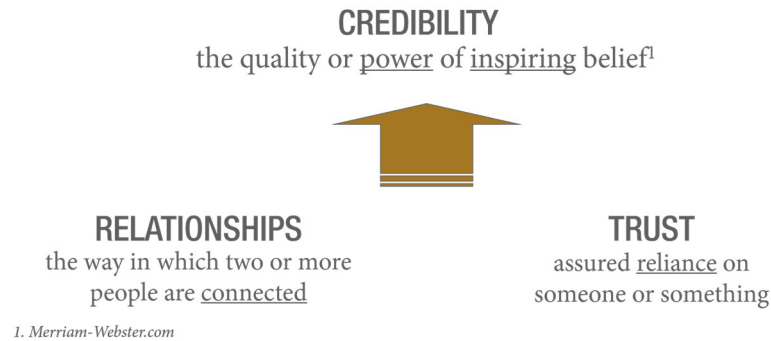
	Performance	Character	Expertise	Personal Brand
How do I demonstrate today? How would others describe me?				
What gaps might exist? Where am I not “best in class?”				
What steps could I take to better demonstrate?				



# BUILDING CREDIBILITY & INFLUENCE

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## THE FOUNDATIONS OF CREDIBILITY



## RELATIONSHIPS

- The depth and breadth of your network of relationships impacts your ability to influence
- Strategies for building your network:
  - Go to every meeting or event with a goal of building relationships
  - Be approachable and initiate introductions
  - Take genuine interest in others
  - Be a resource and help make others successful
  - Follow up and stay connected

## NOTES

## MAPPING YOUR NETWORK

### INSIDE YOUR ORGANIZATION

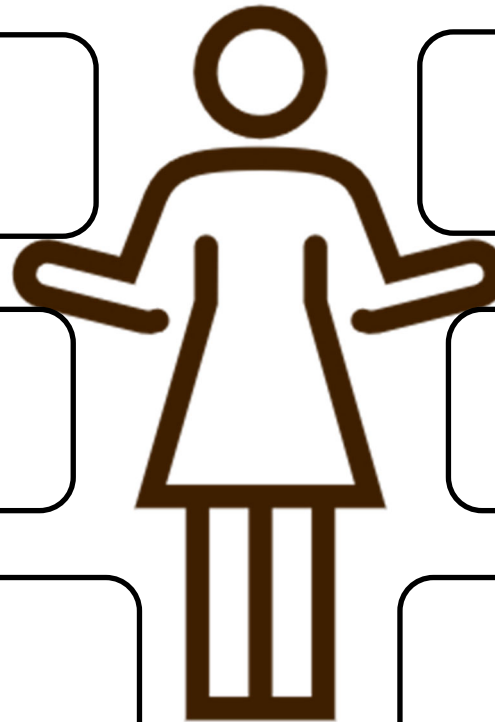
### OUTSIDE YOUR ORGANIZATION

SENIOR LEADERS

ONE LEVEL  
ABOVE YOU

AT YOUR  
PEER LEVEL

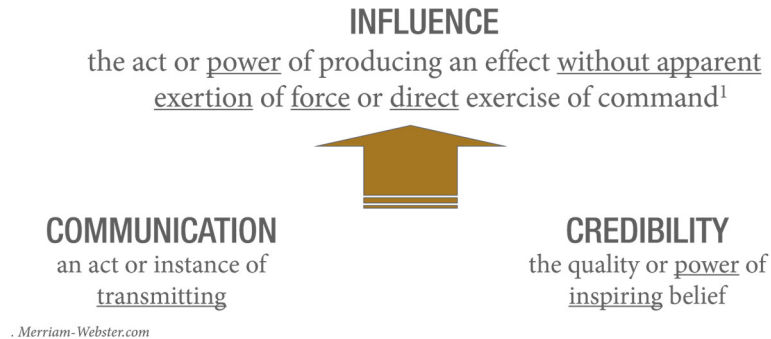
LEVEL  
SUPPORTING  
YOU



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## THE FOUNDATIONS OF INFLUENCE



## COMMUNICATING EFFECTIVELY

- Prepare
- Use vivid evidence
- Trade on “organizational currencies”
- Connect objectives to the overarching goals and mission
- Meet key stakeholders one-on-one, and listen
- Tailor your message to the audience

## NOTES

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## INTROSPECTIVE EXERCISE

Take time to rate your effectiveness in these areas, then identify 2-3 specific actions you will take this month to grow as a leader.

	ALREADY EXCELLING	ON TRACK, BUT CAN IMPROVE	AREA TO FOCUS ON
<b>INFLUENCING OTHERS</b>			
I feel like I can influence outcomes in my work.			
Through my experience, I project confidence and demonstrate my capability.			
I have established a good rapport with my peers by demonstrating my character traits.			
I am an active listener and understand what motivates my colleagues.			
<b>TRUST</b>			
I have a clear understanding of the important of trust to frame my actions and decisions.			
I have built a level of trust with my peers.			
My peers view me as someone who is dependable.			
<b>RELATIONSHIPS</b>			
I have a habit of developing solid relationships with my peers and leadership.			
I seek out opportunities to meet new people within the organization that are outside my normal workgroup.			
My personal brand projects an attitude that shows respect and compassion for the people with whom I interact.			
<b>CREDIBILITY</b>			
I under-promise and over-deliver.			
I am known for displaying a high level of professionalism.			
I am viewed as a subject-matter expert by others.			

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# REFLECTING ON YOUR JOURNEY



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## CELEBRATE THE LEARNINGS

### Mentees

- New concepts
- Views on growth as a leader
- Stories of success and failure
- Ideas on career plans
- New business connections
- Advice and suggestions

### Mentors

- Understanding of highly motivated employees
- Inspiration of fresh thinking
- Insights into your leadership style
- Different takes on well-known topics

## DISCUSSION: SHARING KEY LEARNINGS

With your group, discuss the three most valuable things that you learned from this experience. Consider:

- Particular story
- Great book or website
- Certain question
- Feedback on your style
- Fresh idea
- Change of perspective
- Your influence skills
- Challenge to do something
- Personal connection

## WHAT'S NEXT FOR THE MENTEES

Don't let your Mentor get away without asking, "What's next for my development?"

- Focusing on development areas
- Seeking out new roles and opportunities
- Building relationships

## CLOSING THE LOOP

- Your organization invested in you and your development
- Expectation of a return in that investment
  - Hold a meeting with your manager or sponsor
  - Discuss what you are doing differently and how your organization is impacted
  - Share how you are positioned for moving forward
  - Reassure investment was impactful and timely



## NOTES

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## YOUR JOURNEY: CHECKPOINT

Congratulations on your completion of the Percepta program! There is no doubt you have grown both professionally and personally over the past six months. The end of the program is a great time to:  
Reflect on your growth | Consider how you can contribute to your organization in new ways |  
Plan your future development | Meet with your manager to demonstrate why this was a great investment

## CELEBRATING SUCCESS

With your mentoring group, discuss the **three most valuable things that you are taking away** from this experience – an insight, a story, a burning question, a great resource, a particular piece of feedback, a challenge, or even a personal connection. How are you different from six months ago?

- 1.
- 2.
- 3.

## WHAT'S NEXT FOR THE MENTEE

Your professional development should continue long after the program ends. Take time with your group to discuss what additional opportunities they see for you to grow. Consider the following:

<b>FOCUS AREAS</b> (highlighting a new developmental area or continuing to focus on an area from Percepta )	
<b>ROLES / OPPORTUNITIES</b> (a specific role from your career map, a project team or task force, etc.)	
<b>RELATIONSHIP BUILDING</b> (connections to make, relationships to nurture; associations to join)	

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## **WHAT'S NEXT FOR THE MENTEE**

Your professional development should continue long after the program ends. Take time with your group to discuss the impact of the program, any key milestones, and possible next steps. Consider the following:

### **MAPPING THE RETURN ON INVESTMENT**

- How are you performing at a higher level as a result of this program?
- How are you able to contribute to your organization and impact others in a new or more effective way?

### **SHARING KEY ACCOMPLISHMENTS**

- What growth milestones or accomplishment are you most proud of achieving during the program?

### **DISCUSSING CAREER OPPORTUNITIES**

- Considering your next steps, what areas or new roles interest you within your organization?
- As you reflect on your key learnings, why do you feel ready and prepared for new opportunities?
- Considering your career progression, what support will you need from your manager or sponsor going forward?

**Share your thoughts with us before March 28th to receive a personalized discussion guide**