

Professional Credibility



BRIEFCASE

Takata agrees to plea, will pay \$1B

DETROIT — Takata Corp. has agreed to plead guilty to a single criminal charge and will pay \$1 billion in fines and restitution for a years-long scheme to conceal a deadly defect in its automotive air bag inflators.

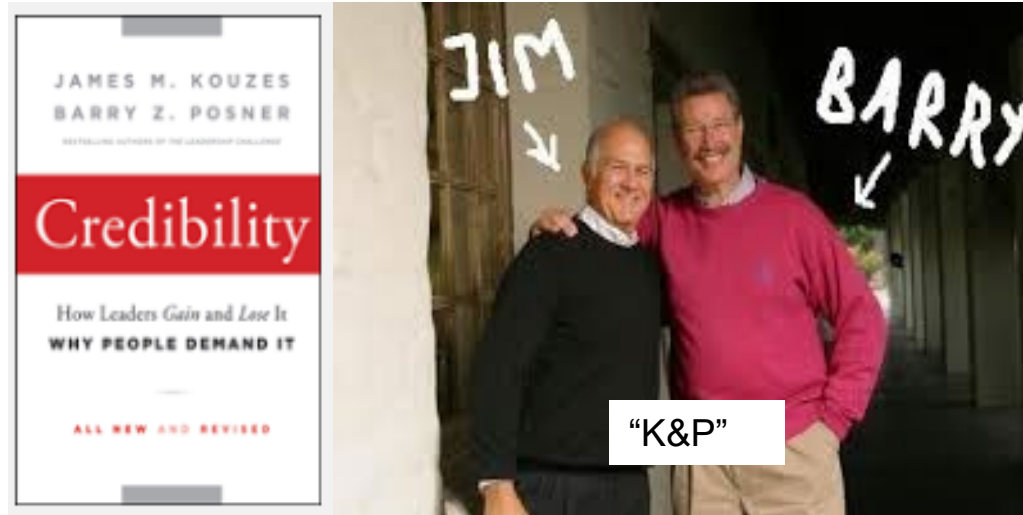
The U.S. Attorney's Office in Detroit announced the deal Friday, hours after it unsealed a six-count grand jury indictment against three former Takata executives who are accused of executing the scheme by falsifying and altering test reports that showed the inflators could rupture.

Takata inflators can explode with too much force, spewing shrapnel into automobiles. At least 11 people have been killed in the U.S. and 16 worldwide because of the defect. More than 180 have been injured.



**POWERING the
NEW ENGINEER**

“Credibility is the Foundation of Leadership” **and Engineering**



- ▶ What is it?
- ▶ What builds it?
- ▶ What destroys it?

Some Key Points about Credibility

cred·i·bil·i·ty

,kredə'bilədē/

noun

1.the quality of being trusted and believed in.

"the government's loss of credibility"

Synonyms: trustworthiness, reliability, dependability, integrity

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Some Key Points about Credibility

- ▶ 4 main desirable characteristics or traits in leaders consistently showed up in the K&P research
 - ▶ Honesty
 - ▶ Competence
 - ▶ Inspirational
 - ▶ Forward-looking

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- ▶ The K&P “First Law of Leadership”:
 - ▶ “If you don’t believe in the messenger, you won’t believe the message”
 - ▶ (If you’re interested, their 2nd Law of Leadership is DWYSYWD. Sound familiar?)

Covey's Four Cores of Credibility

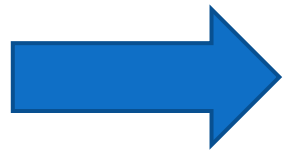


4. Results
3. Capabilities
2. Intent
1. Integrity

- Results - demonstrated ability to be effective in relevant situations and produce results (driven to a degree based on the past)
- Capabilities - the knowledge, skills and abilities used to put words into action
- Intent - the role of intent in ethics and leadership is a critical factor
- Integrity - call it what you want but it boils down to honesty and congruency

The Concept of Credibility

(Covey and others)



credibility = $f(\text{character, competence})$

The Concept of Credibility

credibility = f(character, competence)



The Character Component

char·ac·ter

noun

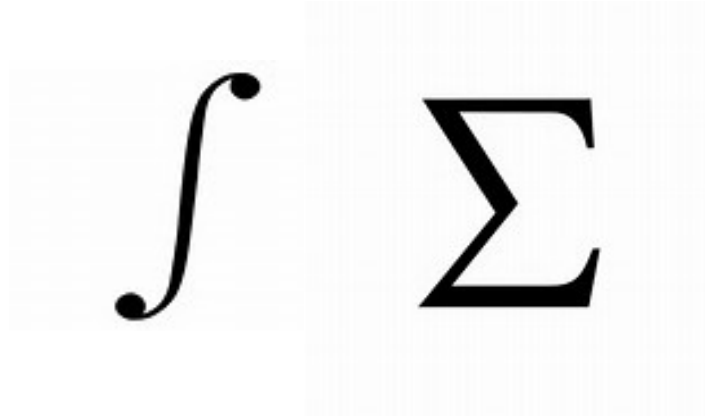
1. the mental and moral qualities distinctive to an individual.

Synonyms: personality, nature, disposition, temperament, temper

The Character Component

- ▶ Commitment
- ▶ Honesty
- ▶ Accountability
- ▶ Respond
- ▶ Attitude
- ▶ Courage
- ▶ Trust
- ▶ Ethics and Integrity
- ▶ Responsibility

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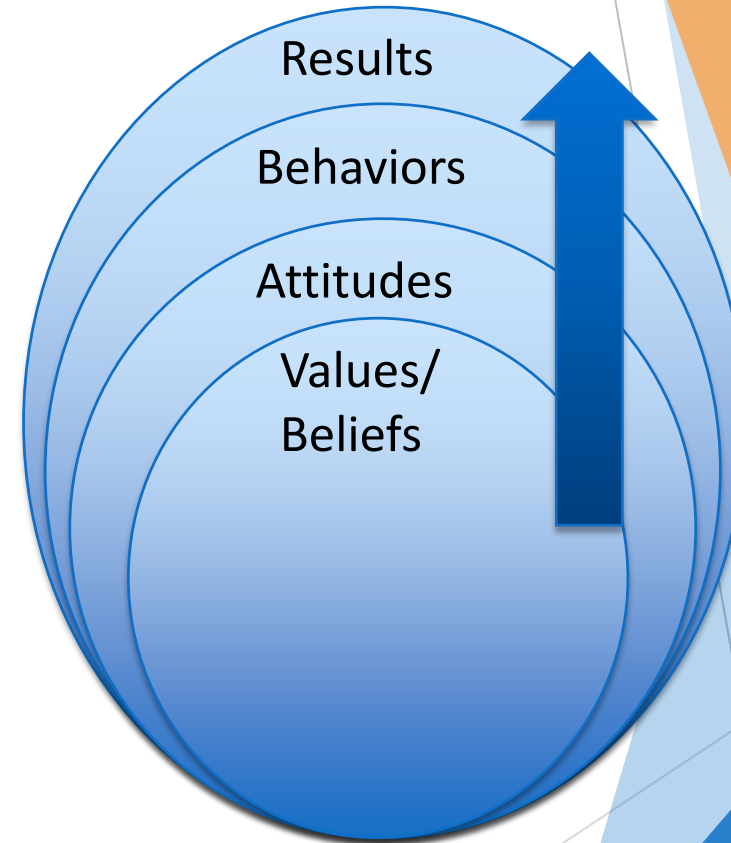
A Key Underlying Character Component

Beliefs, Values and Attitudes

A belief is an internal feeling that something is true whether unproven or irrational

A value is a measure of the worth or importance an individual places on something; often reflected in the way people live

An attitude is the way an individual applies their beliefs and values through words or actions



A Key Underlying Character Component

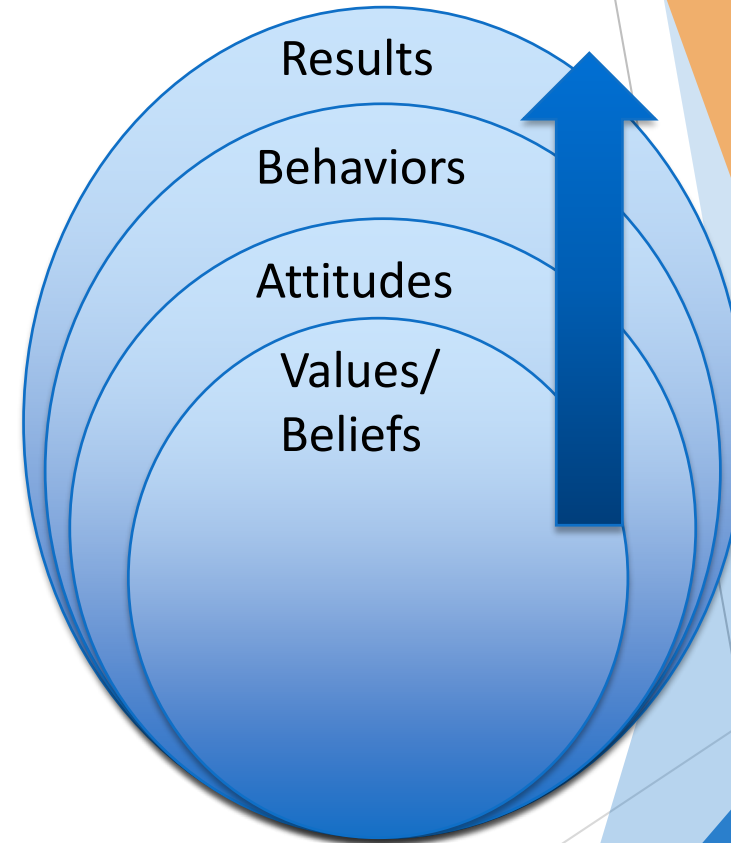
More perspectives from K&P:

“The ability to earn and sustain personal credibility depends on how well individuals know themselves....their credo, competence and confidence.”

“Your credo is the set of values and beliefs that serves as a guide to your decisions and actions.”

“To do what you say you will do - the behavioral definition of credibility - you must know what you want to do and how you want to behave.”

(Kouzes and Posner, 2011. *Credibility*.)



A Key Underlying Component

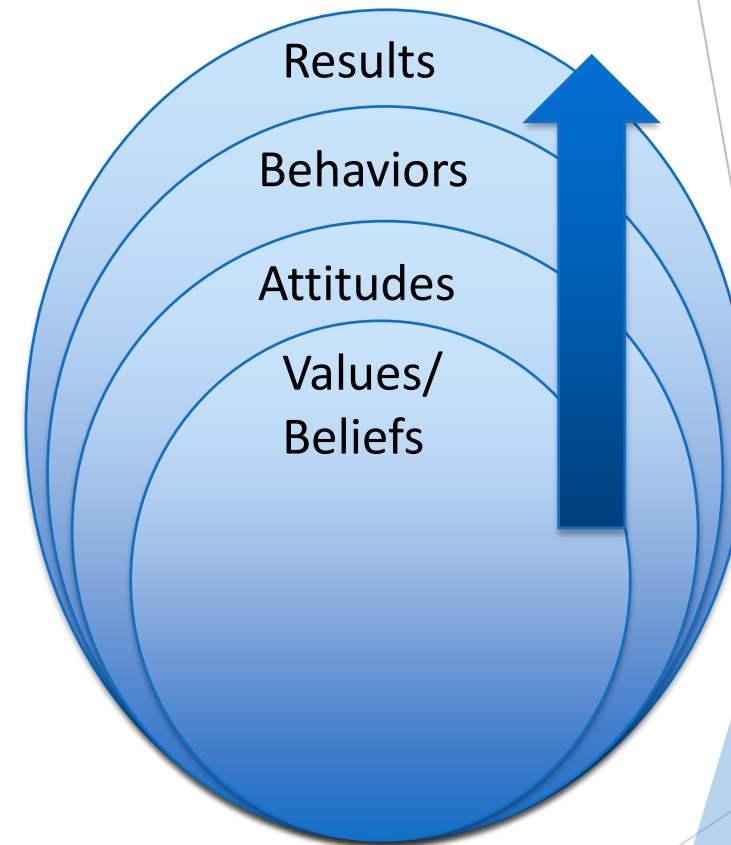
mor·al

'môrəl/

NOUN

2. a person's standards of behavior or beliefs concerning what is and is not acceptable for them to do.

Synonyms: moral code, (moral) values, principles, standards.....



The Concept of Credibility

credibility = f(character, competence)



The Competence Component

com·pe·tence

noun

1. the ability to do something successfully or efficiently.

Synonyms: capability, ability, proficiency, competency

The Competence Component

com·pe·tence

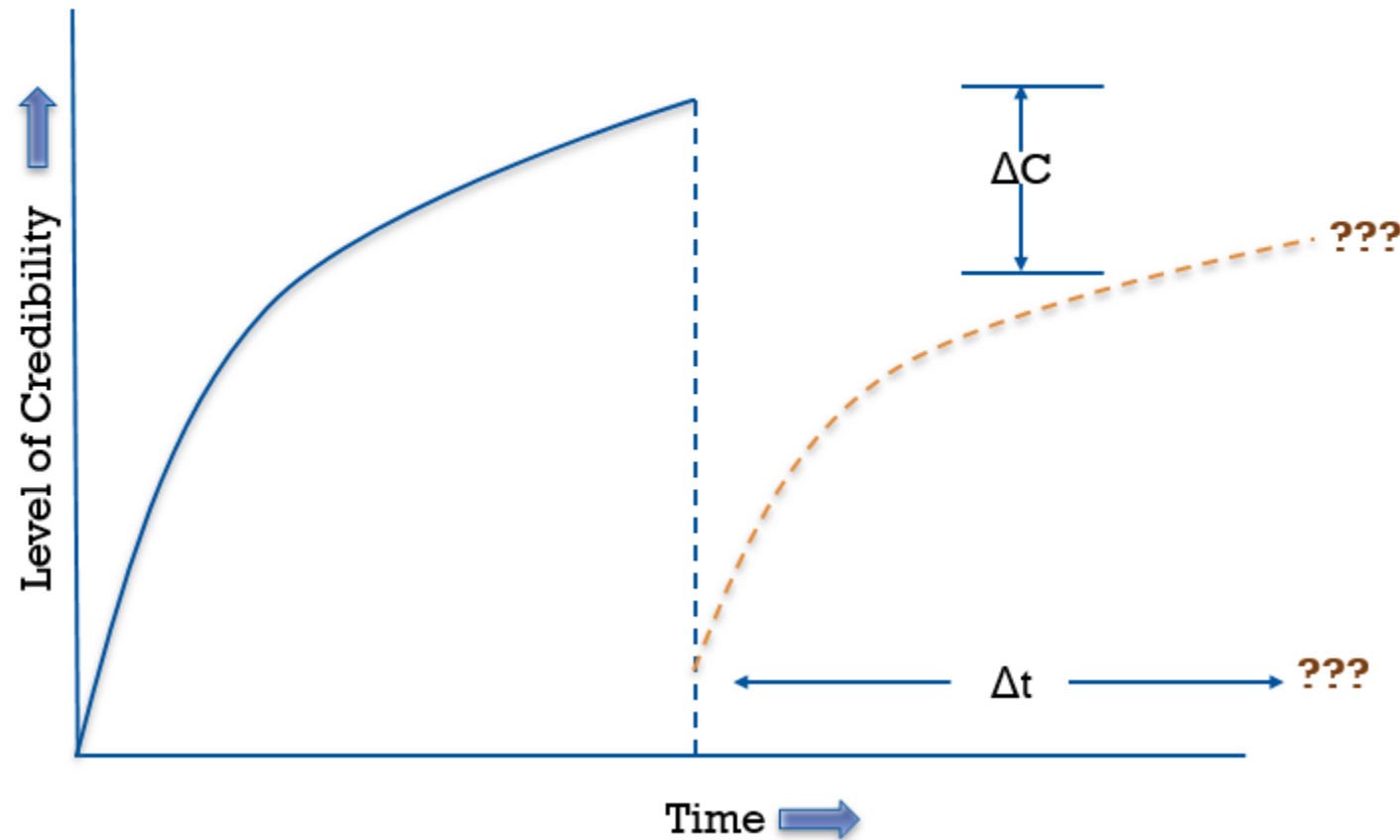
noun

1. the ability to do something successfully or efficiently.

Synonyms: capability, ability, proficiency, competency

Competence = f(technical capabilities, ability to execute/deliver)

Closing Thoughts on Credibility – The McElroy Credibility Curve



What is Distinctive About Professions?

- ▶ We can probably all agree that occupations span from those that are clearly professions to those that are not
- ▶ “What is distinctive about the ethical demands professions make on their practitioners is the combination of *responsibility for aspects of the well-being of others* and the complexity of the knowledge and information that they must integrate (*often with judgement and discretion*) in acting to promote that well-being.”

(Whitbeck, 2011. “Ethics in Engineering Practice and Research”, 2nd Edition. Cambridge University Press.)

silent
TRUST



Governance in Engineering Practice



► General Framework

- the laws and regulations governing the practice in the geographic area
- codes of ethics
- legal principles (i.e., the standard of care doctrine)

Governance in Engineering Practice



- ▶ These are good “preventive” measures, right? But, we continue to hear about engineering ethical issues....
- ▶ What’s the problem?

The Concept of the Virtuous Engineer

- ▶ Adapted from the work of Aristotle
- ▶ Need to develop ethics that habitually emanate from the inside by practicing what he termed “the virtues” (e.g., prudence, temperance, fortitude, truth, fairness)

The Concept of the Virtuous Engineer

- ▶ Adapted from the work of Aristotle
- ▶ Need to develop ethics that habitually emanate from the inside by practicing what he termed “the virtues” (e.g., prudence, temperance, fortitude, truth, fairness)
 - ▶ virtues (classes of habits) provide the customary direction towards moral excellence
 - ▶ practicing the virtues makes moral actions almost effortless
 - ▶ the virtues govern more complex aspects of moral decision-making as well (makes finding a good solution easier)

Ethics

Ethics in business
moral principles
rules and regulation
of right conduct rec
values that guide t

References for Images Used

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