

Personal Credibility Assessment

Credibility is the reason people listen, follow and trust. Credibility is essential in achieving influence and impact. Why is it that some people appear more credible than others, so they are listened to and their input valued?

As an HR/people professional do you want to

- increase your influence in the organisation
- not have to shout to be heard
- spend more time on added value activities
- have greater impact?

This assessment focuses on four areas that impact on credibility. You can use the assessment to identify where you are now, and where you want to be.

Instructions

Answer the 20 questions on the scale below

Strongly agree Somewhat agree Somewhat disagree Strongly disagree

Then add up the scores for each question and enter it in the total score box for each area.

• When I give information or advice it is often ignored or challenged	1	2	3	4
• Before I'm listened to I have to remind people of my credentials	1	2	3	4
• I'm sometime not involved in discussions that I should be	1	2	3	4
• People seem to keep HR at 'arm's length'	1	2	3	4
• Decisions are made without HR being consulted	1	2	3	4
<i>Trustworthiness total score</i>				

• I frequently have to say 'that's not my role'	1	2	3	4
• I have to explain what HR does and doesn't do	1	2	3	4
• I find that people make incorrect assumptions about what I do	1	2	3	4
• I'm often asked to do tasks that are not in my job remit	1	2	3	4
• There is confusion about what HR is responsible for	1	2	3	4
<i>Clarity total score</i>				

• I spend time firefighting	1	2	3	4
• I want more time to plan	1	2	3	4
• I find it difficult to find the time to improve and change things	1	2	3	4
• I am working reactively rather than proactively	1	2	3	4
• My priorities are continually changing	1	2	3	4
<i>Focus total score</i>				

• People question the value HR is adding to the organisation	1	2	3	4
• I am asked to explain the reasons for my decisions	1	2	3	4
• People don't seem to realise the impact HR has	1	2	3	4
• I feel the need to justify why HR exists	1	2	3	4
• HR is seen as a barrier to change	1	2	3	4
<i>Value total score</i>				

Individual Area Score Assessment

Copy the total score from each area into the relevant boxes below.

HR Trustworthiness: - the degree to which HR is seen as a trusted function in the organisation.

Trustworthiness total score

Score	Assessment
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The score suggests that:-

- | | |
|----------|--|
| 16 to 20 | <ul style="list-style-type: none"> • There is a high level of trust in you as an HR professional. This is very positive in terms of HR having influence and credibility. Focus on maintaining the trust levels and identify ways to further develop trust in you and in the HR function. |
| 10 to 15 | <ul style="list-style-type: none"> • There is some trust in you as an HR professional. This is positive, as it gives you a foundation to develop trust in HR. Identify in what aspects of HR there is trust and where not. Then explore how you could increase trust levels in you as a HR professional and in the HR function. |
| 5 to 9 | <ul style="list-style-type: none"> • There is a low level of trust. This will impact on HR's credibility and influence. This is an area that should be addressed as a priority if HR is to have influence in the organisation. Explore what is impacting on the trust levels and then identify ways to develop trust in HR. |

HR Clarity: - the degree to which HR and others in the organisation are clear on the roles and responsibilities of the HR function and the HR professionals within it.

Clarity total score

Score	Assessment
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The score suggests that:-

- | | |
|----------|---|
| 16 to 20 | <ul style="list-style-type: none"> • There is a great deal of clarity in what HR does and does not do in your organisation. That's excellent news. Continue with the activities you are doing that enable clarity. Review how to improve the levels of clarity in the lower scoring areas. |
| 10 to 15 | <ul style="list-style-type: none"> • There is some level of clarity about what HR does and does not do in your organisation. There is also some confusion. Explore what aspects and areas need to be clearer and identify ways you could achieve this. |
| 5 to 9 | <ul style="list-style-type: none"> • There is a great deal of confusion about what HR does and does not do in your organisation. This lack of clarity is not serving either HR or the organisation. Find out where the confusion is and identify ways to communicate the reality of what HR is responsible for and what not. |

HR Focus: - the degree to which HR focuses on activities that prevent problems and improve people management in the organisation.

Focus total score

Score Assessment

The score suggests that:-

- | | |
|----------|---|
| 16 to 20 | <ul style="list-style-type: none"> You focus on the activities that prevent problems, and improve people management in the organisation. Well done on having a proactive, improvement focused approach. Continue doing what is working. Are there any areas that could be improved further? |
| 10 to 15 | <ul style="list-style-type: none"> You spend some time on activities that prevent problems and improve people management. There is also time spent on firefighting. Invest time exploring strategies that can be used to reduce the amount of firefighting and increase the time you spend on problem prevention. |
| 5 to 9 | <ul style="list-style-type: none"> You spend most of the time firefighting and dealing with escalated problems/issues. This will have repercussions for your credibility and the credibility of HR. Stress and burnout are also associated with firefighting. Explore ways to alter the balance to less firefighting and more problem prevention activities. |

HR Value: - the degree to which HR is able to communicate its impact and value in the organisation.

Value total score

Score Assessment

The score suggests that:-

- | | |
|----------|---|
| 16 to 20 | <ul style="list-style-type: none"> HR is seen of value and having a positive impact on the organisation. Excellent! Monitor and maintain what is enabling this impact. To develop this area explore how you can further demonstrate HR's impact and value in the organisation. |
| 10 to 15 | <ul style="list-style-type: none"> HR is seen of value and having a positive impact on the organisation. That is positive news. However there is evidence of HR not being seen of value. Explore how you can communicate and demonstrate the value HR brings to the organisation. |
| 5 to 9 | <ul style="list-style-type: none"> HR is rarely seen of value in the organisation. This will have a negative impact on HR credibility and influence. Explore how HR can demonstrate its value and the beneficial impact it has. Communicate regularly and consistently about the value that HR brings to the organisation. |