



balanced excellence

discover. pursue. be.

# PARADOXES OF CREDIBILITY

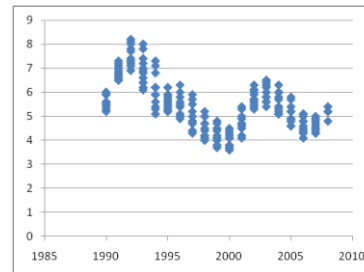
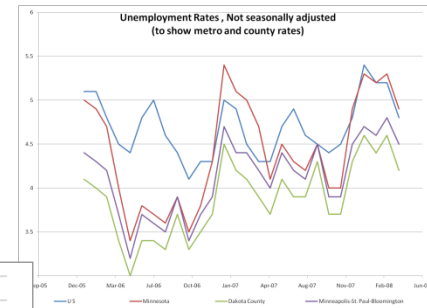
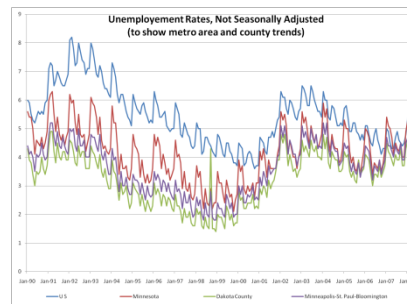
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# Job One

Use data to make better decisions

- Plot the data
- Plot the data
- Plot the data



# The real Job One: Influence

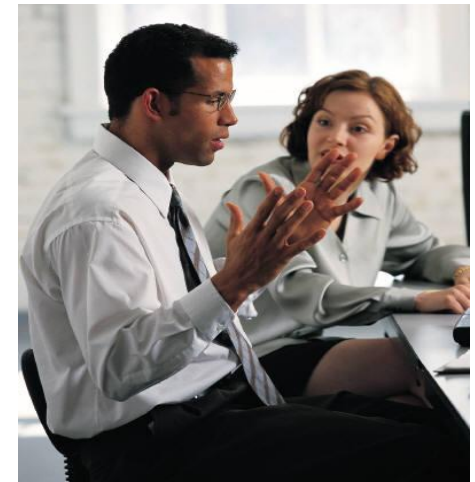
To build **trusting** relationships requires

Credibility



Credibility

Credibility



# Trust is on the line

- Essential for managers / leaders
- Critical to Collaborative Sciences
  - ▣ Interdependent on others to demonstrate value
- Must be viewed as part of what we **intentionally** do



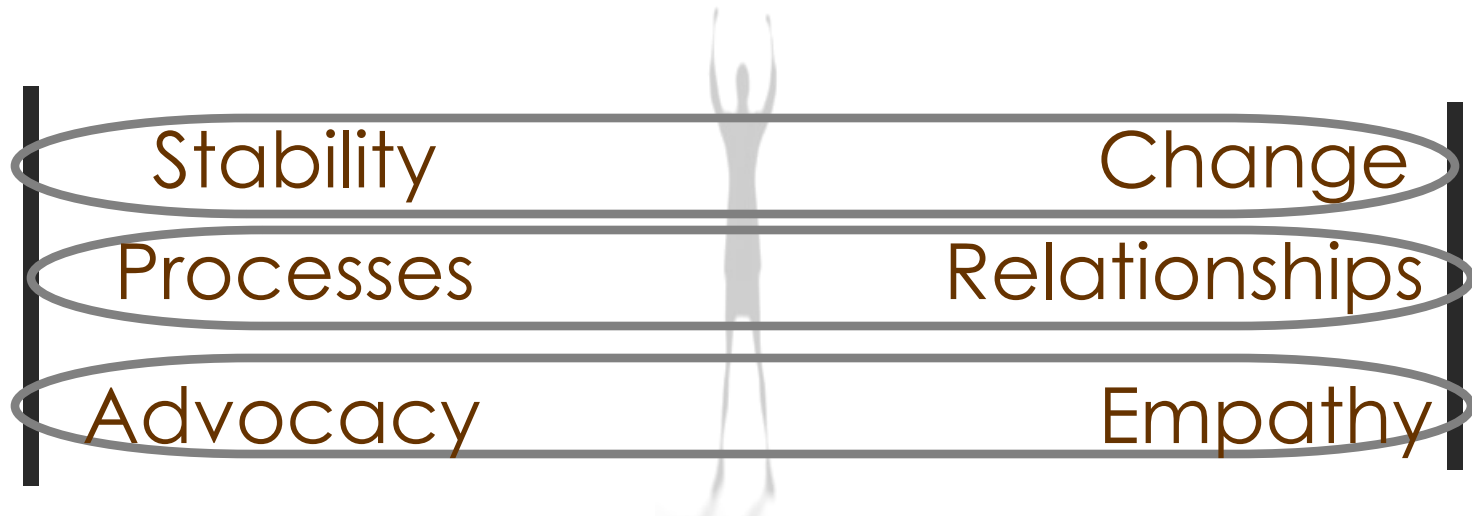
# Paradoxes of Credibility

## **Interdependencies**

that we may incorrectly view as

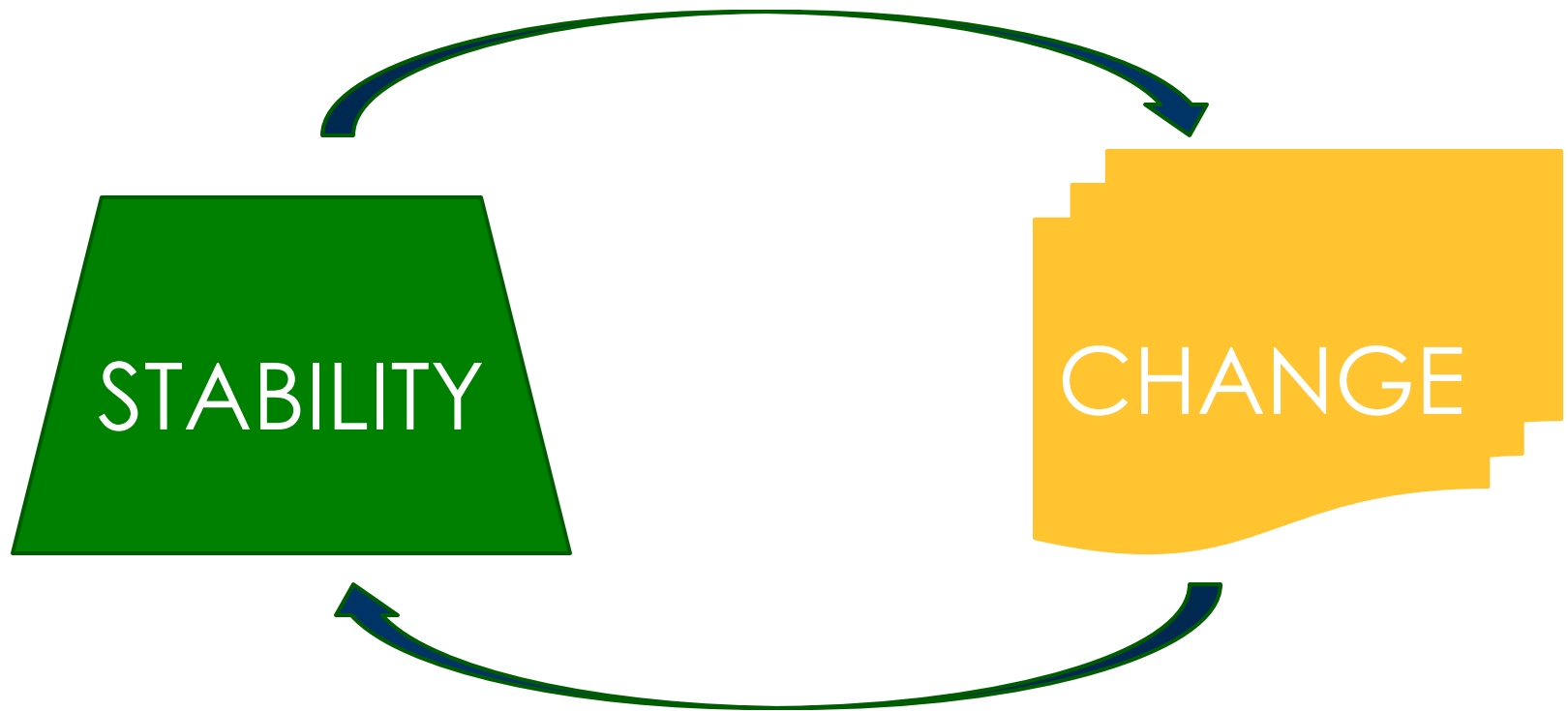
## **Conflicting Choices**

because we inherently have a preference  
for one over the other



## □ Bringing Change

- Communicate the Benefits of what “IS”
- Acknowledge the Downfall if we Over-Do

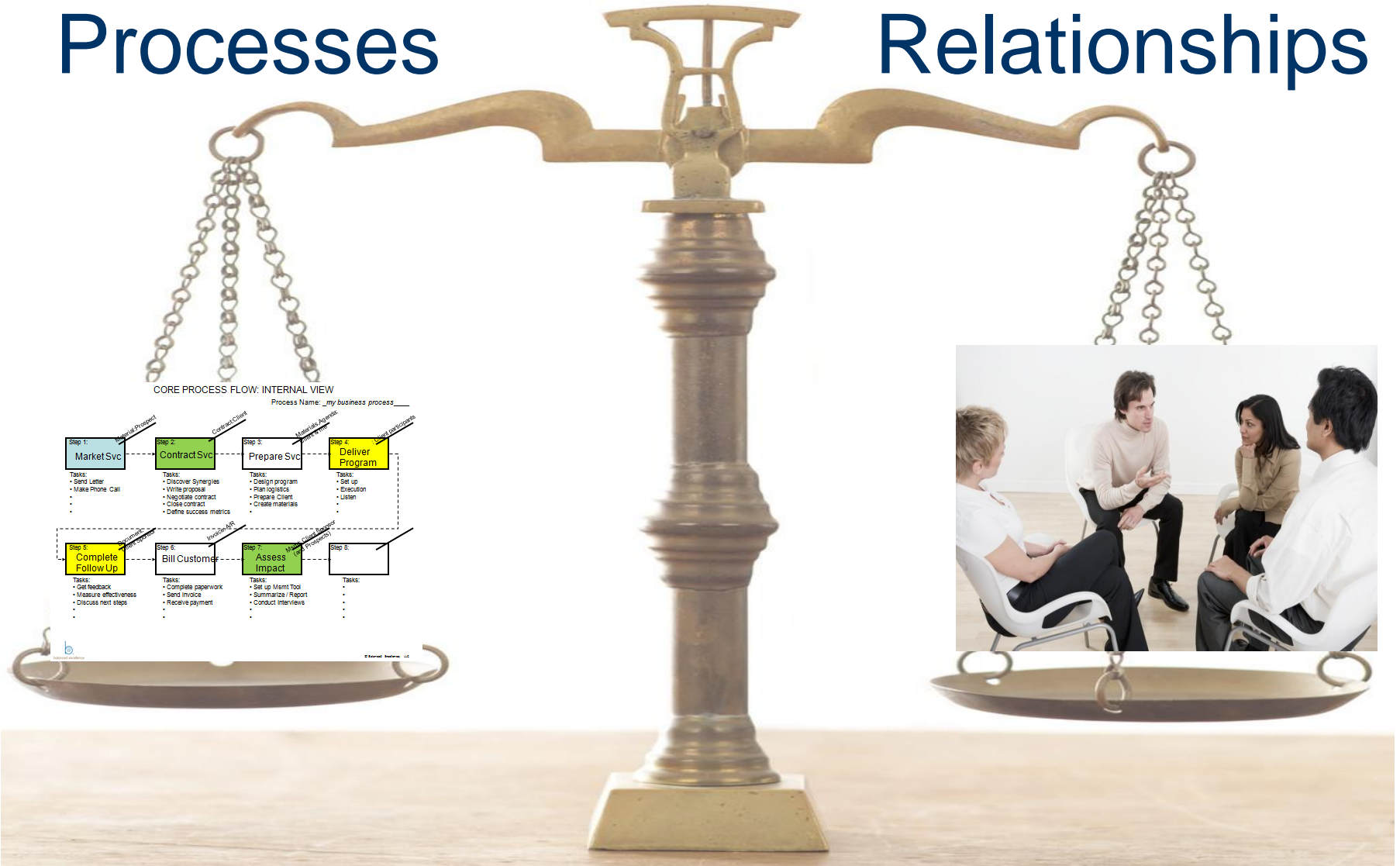


## □ Navigating Change

- Embrace What “IS”
- Be Grounded: Principles & Purpose

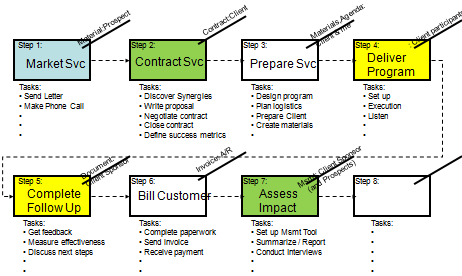
# Manage Processes

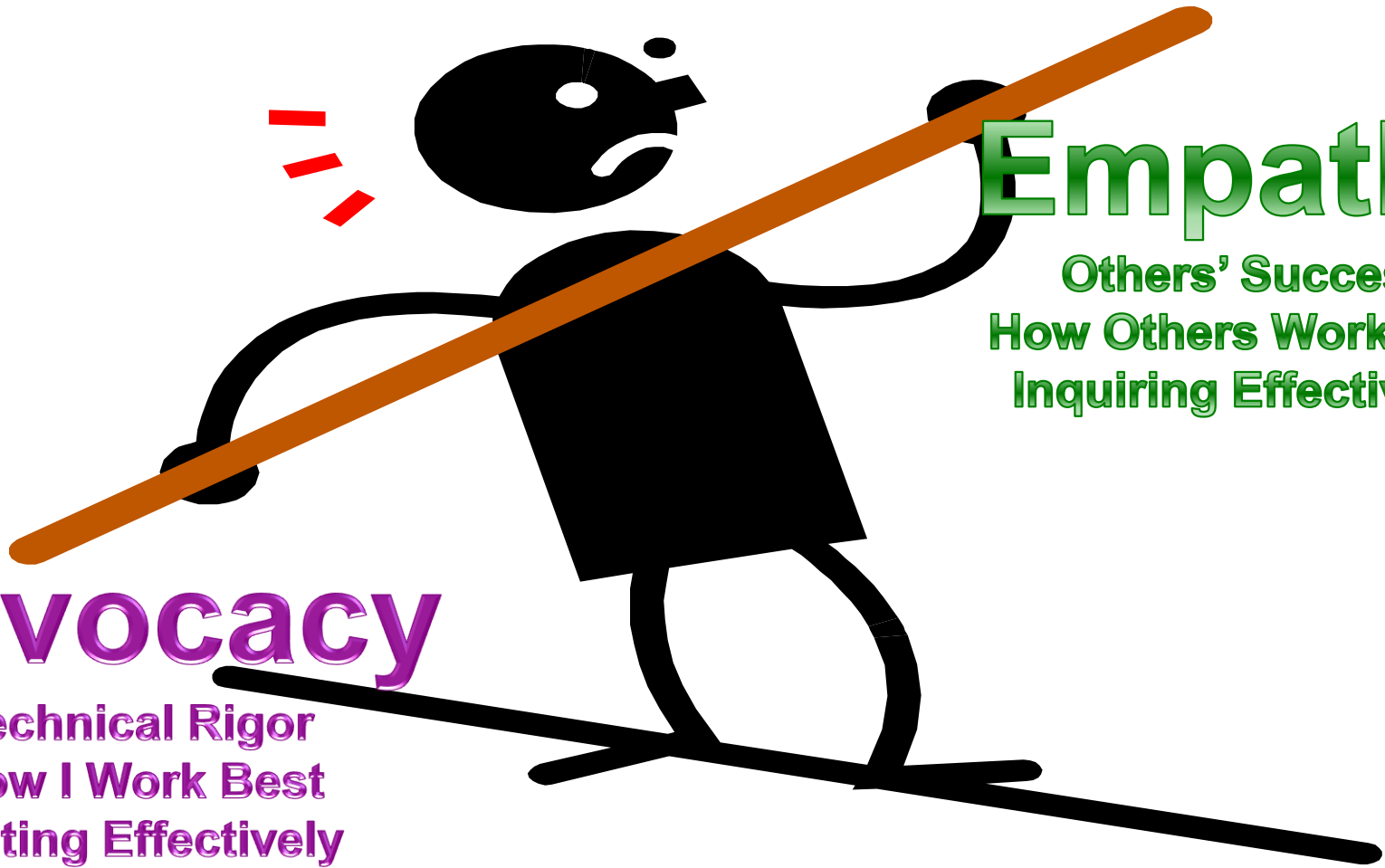
# Strengthen Relationships



CORE PROCESS FLOW: INTERNAL VIEW

Process Name: my business process





**Empathy**

Others' Success  
How Others Work Best  
Inquiring Effectively

**Advocacy**

Technical Rigor  
How I Work Best  
Stating Effectively

*We succeed only when our customers succeed*

*To effectively influence requires Rational + Emotional content*



# What to do?

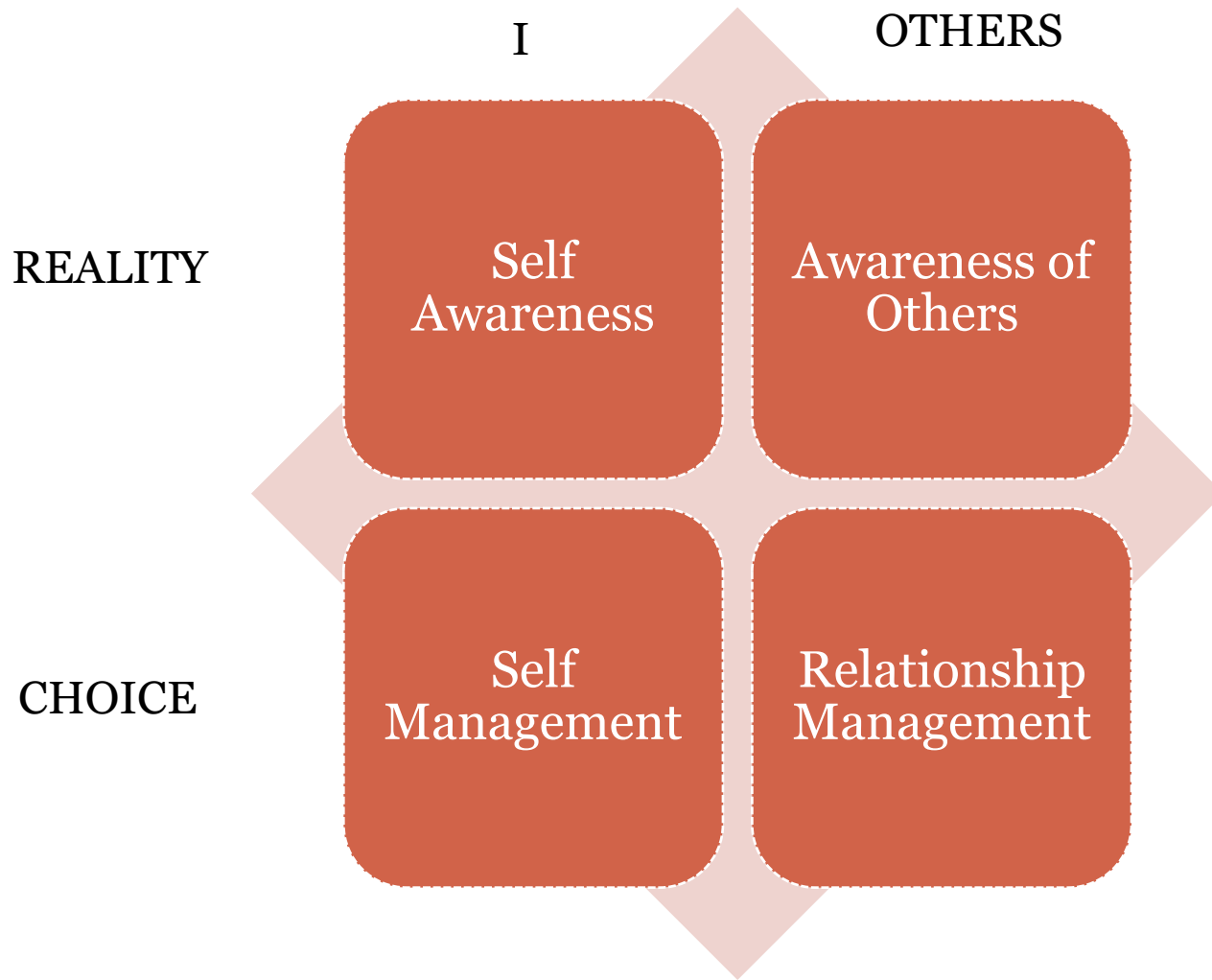


## Problem-Solving

- Understand how your expertise **fits** into their success
- Acknowledge not only data, but also, insights, experiences, hunches, and emotions as *information*
- Lead the search for win/win
  - This discovery happens during **problem definition**, not in the midst of solving
  - Go beyond position to **intention**

# What to do?

## Develop Soft Skills



# What to do?

- Invest in your **network** – your most valuable asset
  - Find opportunities to Collaborate instead of Complete
  - Seek Mentors and Diverse Thought Leaders to
    - Build your competencies
    - Be an advocate / supporter
    - Stretch your sphere of influence



# Collaborative Services Framework

- Customer Orientation
- Customer Experiences
- Customer Feedback-VOC
- Key Customer Requirements
- Accountability & Attitude
- Roles & Responsibilities

**Customer Service**

Core Process

**Partnership Selling**

- Clarity of Value Proposition
- Partnering
- Value Profiling
- Identifying Benefits
- Presenting Solutions
- Handling Objections
- Closing



Problem Solving

Trusting Relationships

**Personal Leadership**

- Style Awareness
- Emotional Intelligence
- Guiding Principles
- Purpose & Motivation
- Master the Constancy of Change

Sign up for Pivot Points,  
bi-monthly e-newsletter

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# “Learning how to learn is life’s most important skill.”

Tony Buzan



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