

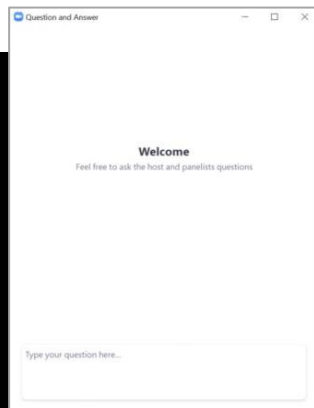
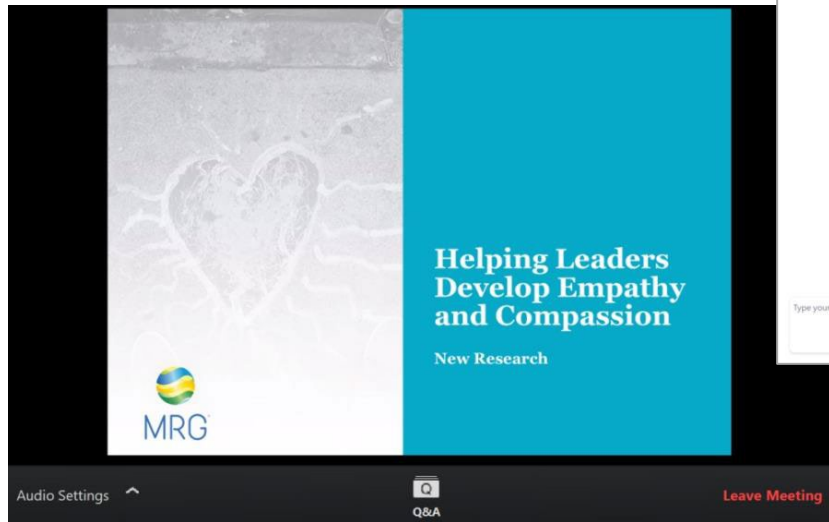


Coaching for *Confidence*

A Data-Driven Approach

Maria D. Brown, Ph.D.
Head of Research & Education, MRG

Christine Chasse, M.Ed.
Executive Coach, MRG



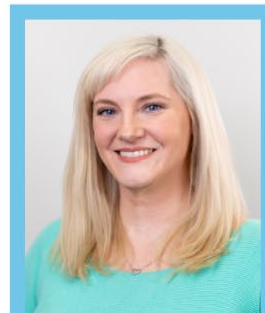
**Delivered to your inbox
after the webinar:**

- ❖ Slides
- ❖ Recording
- ❖ Q&A

Today's Hosts



Lucy Sullivan



Kayla Burnett

Have a question?

Hover over the bottom of your screen to get the tool bar. Then click Q&A.



Management Research Group is a global leader in designing assessments that foster a deep self-awareness and impact people in profound and meaningful ways with solutions for Leadership, Motivation, Personal Development, and Sales.

MRG conducts extensive research on effective leadership behavior, leveraging a database of more than 1.2 million assessment participants.



Maria Brown, Ph.D.
Head of Research & Education, MRG



Christine Chasse, M.Ed.
Executive Coach, MRG

Agenda

1

**Is Confidence
Nice-to-Have
Or
Need-to-Have?**

2

**3 New Findings
about
Self-Confidence**

+ Q&A

3

**How to Help
Leaders Become
More Confident**

4

Case Study
Coaching for
Confidence in
Action

+ Q&A

Audience Poll

Do you think a person needs to *feel* confident in order to *convey* confidence?

A.

Yes.

B.

No.

Is Confidence Nice-to-Have or Need-to-Have?



Why is it critical to convey self-confidence?

It's a status enhancer.



Others will believe that they will succeed at tasks; people see them as more competent.



They may experience more social success, and be given more control, power, and opportunities to lead.



Source: Kennedy, Anderson, & Moore, 2013; Locke & Anderson, 2015; Murphy, Barlow, & von Hippel, 2018

Why is it critical to convey self-confidence?

The benefits persist.



The status enhancing effects of self-confidence persist even after evidence would suggest that an individual is not as competent as originally thought.

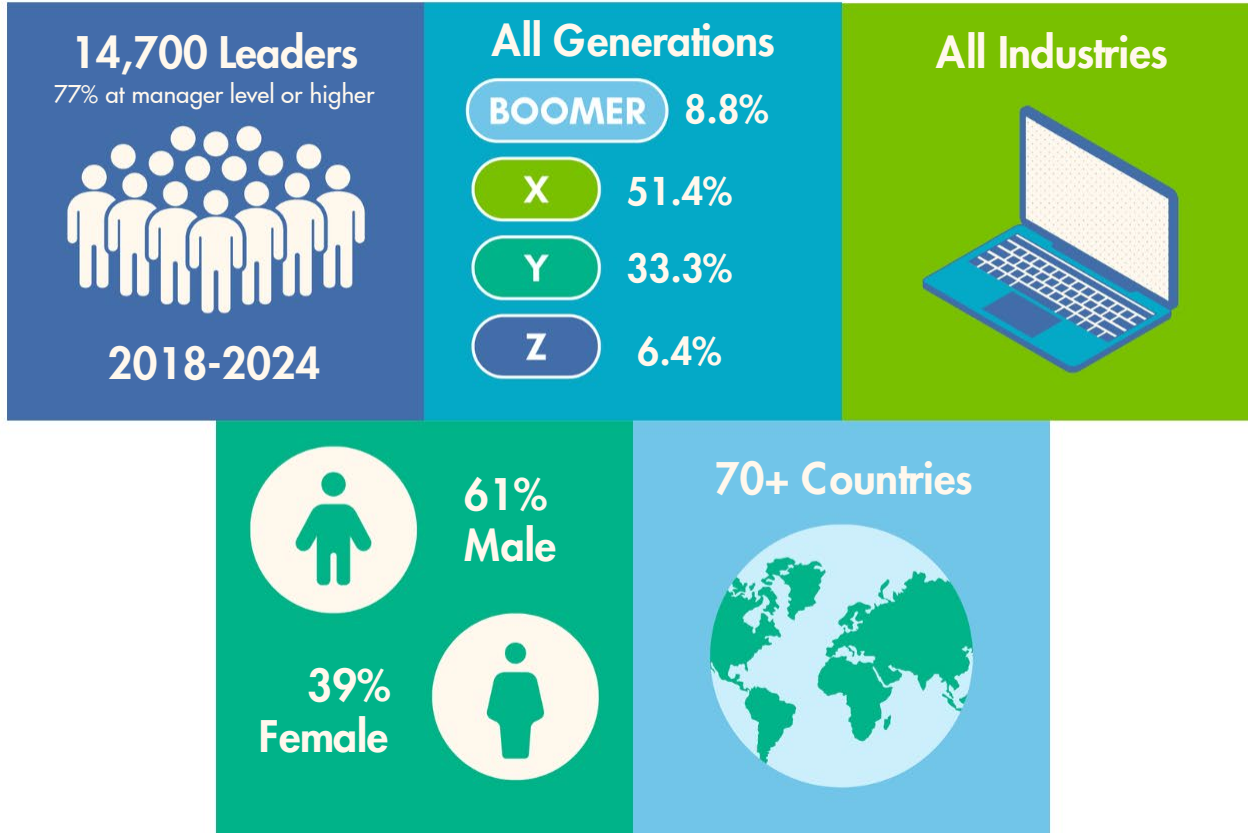


Source: Kennedy, Anderson, & Moore, 2013; Locke & Anderson, 2015; Murphy, Barlow, & von Hippel, 2018

About the Study



How is the research conducted?



How do we study confidence?



Using data from a 360 leadership assessment that measures behavior and effectiveness from different perspectives.



Their own confidence

Their own behaviors

Observers' perception of the leader's confidence

Observers' perception of the leader's effectiveness

Observers' perception of the leader's behaviors

How do we measure confidence?



Felt Self-Confidence

Leaders rated themselves on a scale of 1-7...

I trust my abilities, judgement, and capabilities

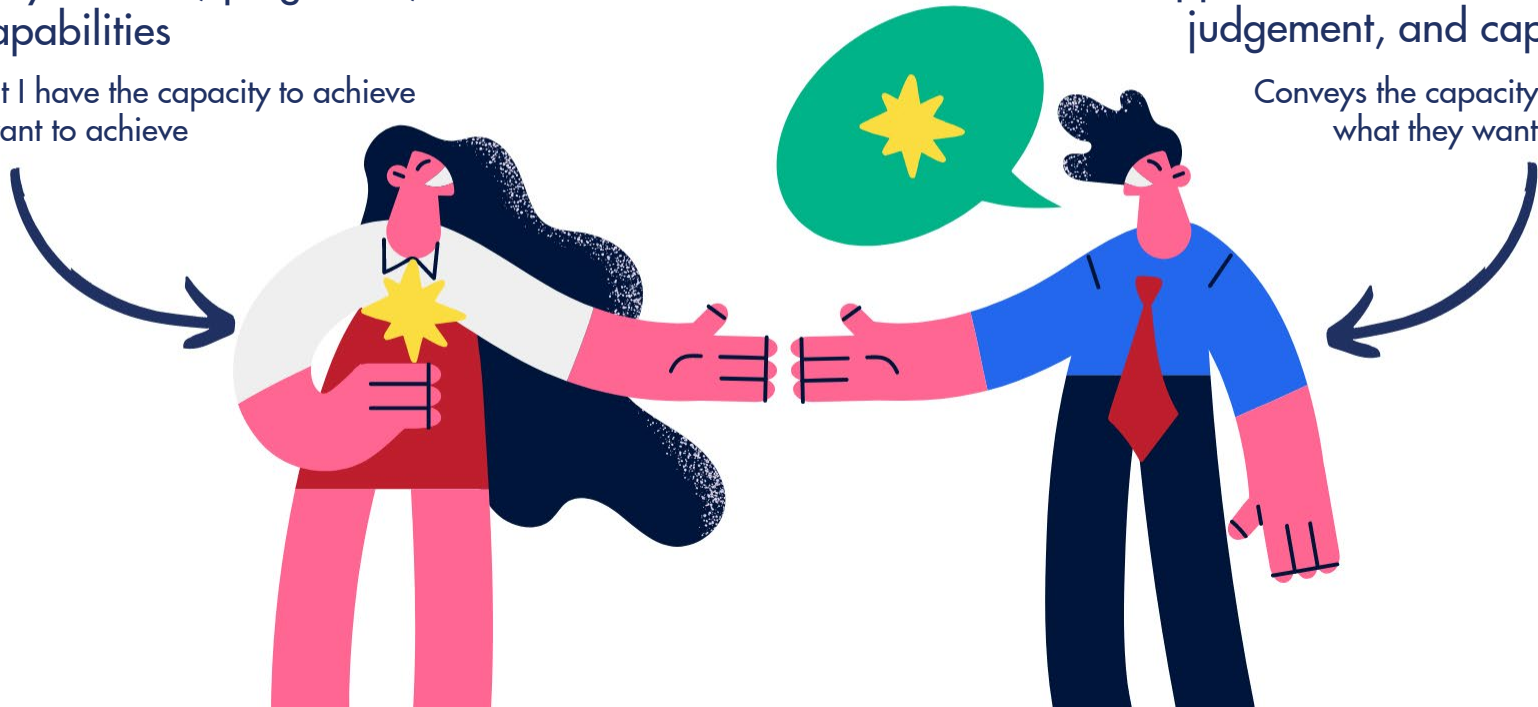
I feel that I have the capacity to achieve what I want to achieve

Conveyed Self-Confidence

Observers (bosses, peers, and direct reports) rated leaders on a scale of 1-7...

Appears to trust their abilities, judgement, and capabilities

Conveys the capacity to achieve what they want to achieve





3 New Findings about Self-Confidence



1

**Conveying confidence is
a predictor of positive
leadership outcomes**

Finding #1

Conveying confidence is a predictor of positive leadership outcomes

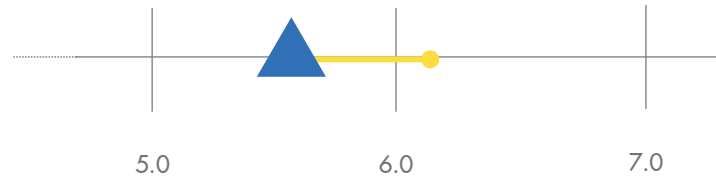


Why is it critical to convey self-confidence?

It is a predictor of positive leadership outcomes.

For every 1-point increase in confidence ratings

we see a 0.43-point increase in overall effectiveness ratings



Finding #1

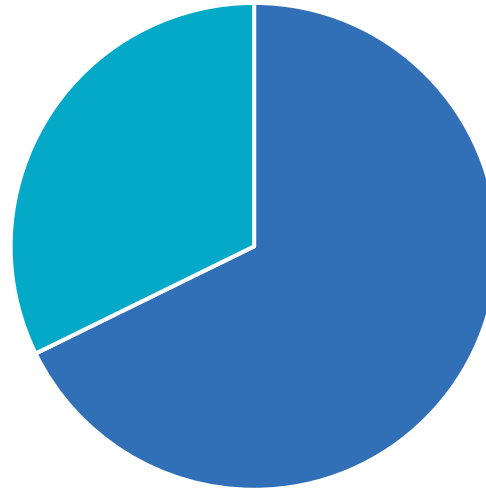
Conveying confidence is a predictor of positive leadership outcomes



Why is it critical to convey self-confidence?

In fact...

Higher ratings on conveyed confidence are associated with higher ratings on 21 of the 31 other effectiveness measures



High-confidence leaders rated higher on **68%** of competencies

2

***Felt confidence and
conveyed confidence
are not related***

Finding #2



Do leaders need to feel self-confidence to convey self-confidence?

No!

There's no practical relationship between felt and conveyed self-confidence.

Finding #2

You don't need to feel confident in order to convey confidence



What does this mean for coaches?



The encouraging side: we can work with people on conveying confidence even if they don't feel it in every moment.

(So our clients can start to reap the benefits of conveyed confidence... even while they keep working on what's happening inside.)

3

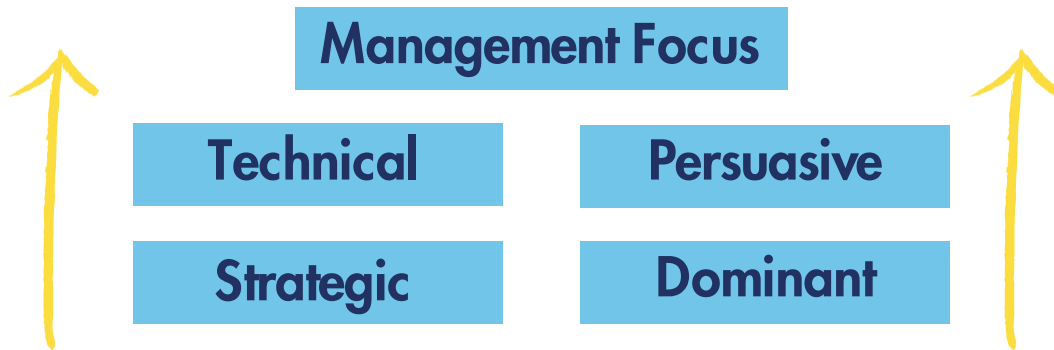
**There is a specific
behavior profile
associated with
conveying confidence
as a leader**

Finding #3

There is a specific behavior profile associated with conveying confidence as a leader

There are 8 key behavior shifts to convey more confidence

5 behaviors Confident Leaders do MORE than others:



Finding #3

There is a specific behavior profile associated with conveying confidence as a leader

There are 8 key behavior shifts to convey more confidence



3 behaviors Confident Leaders do LESS than others:

Deference to Authority

Consensual

Cooperation

Behavior change
is a dial.



Behavior change
is not a light switch.

Questions





How to Help Leaders Become More Confident



There are 8 key behavior shifts to convey more confidence



5 behaviors Confident Leaders do MORE than others:



Management Focus

Technical

Strategic

Persuasive

Dominant

3 behaviors Confident Leaders do LESS than others:

Deference to Authority

Consensual

Cooperation





8 behaviors may sound like **a lot**.

Here are two ways to avoid
overwhelm...

Narrow the focus.



Not every leader (not even every lower-confidence leader!) will need to develop all 8 behaviors – we can narrow it down.



Focus on behavior-based development that's relevant to the individual.



Use assessment to narrow the scope of the behaviors you want to develop.

Narrow the focus.

How we identify a leader's unique developmental needs.

The **LEA 360™** is where our research comes from, and that's the assessment we use to determine a leader's developmental path.

Regardless of which assessment tools you choose, you want to make sure you have an objective, psychometrically sound way of identifying your coachee's unique needs.

Research can inform our coaching, but it's important to tailor coaching to the individual.

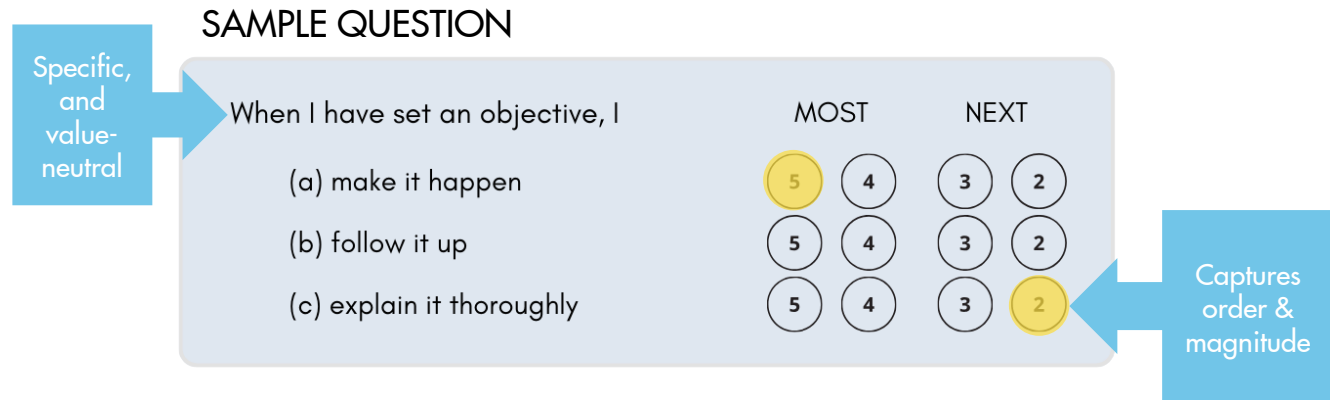


Narrow the focus.

How the LEA 360™ gathers behavior data.

Assessment: LEA 360™

- Measures 22 behaviors from four perspectives:
 - Self, Boss, Peer, Direct Report
- Semi-ipsative question design makes it hard to game, delivering authentic results



Narrow the focus. Why focus on BEHAVIOR?

4 things to understand about measuring and developing behavior:

DESCRIPTIVE

Measuring what a leader is doing and provides a roadmap for how they can improve.

NEUTRAL

There is nothing inherently positive or negative about each behavior.

CONTEXTUAL

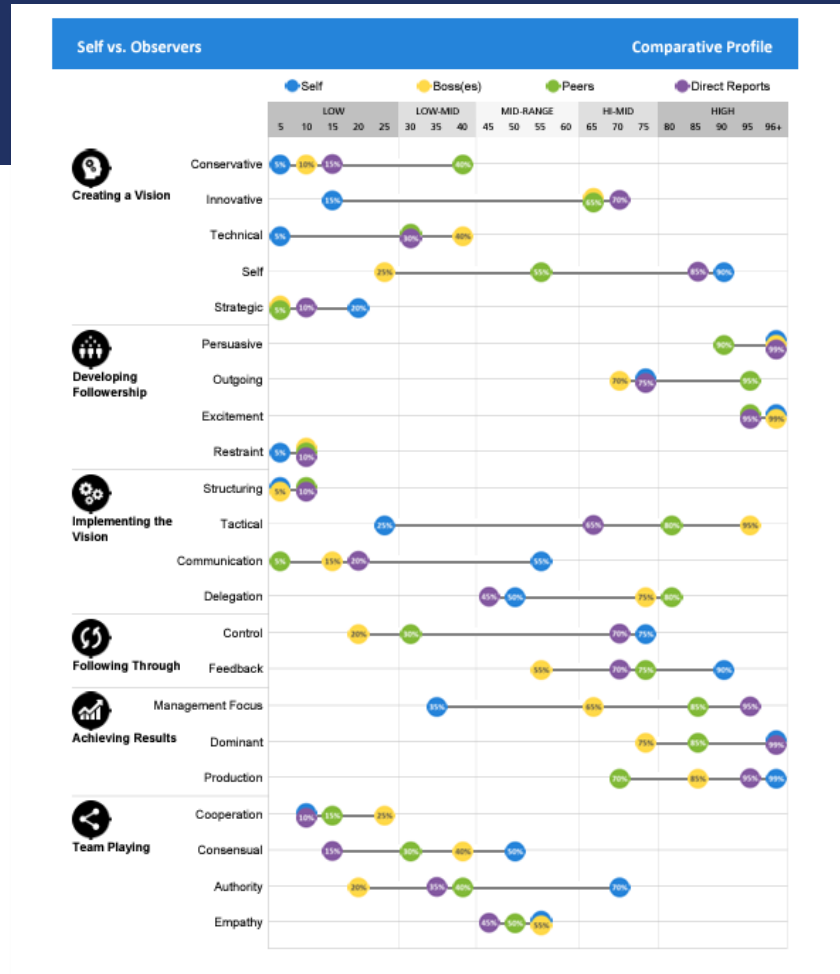
The assets and liabilities of any behavior are dependent on the goals of the individual, role, and organization.

MALLEABLE

Behavior profiles aren't "hard wired" like personality traits; they can be changed with targeted development.

Narrow the focus.

The LEA 360™ Profile
The result: a profile revealing self and observer scores on 22 leadership behaviors.





8 behaviors may sound like a lot.

A second way to avoid
overwhelm...

Think in themes.



There are 2 major themes within these 8 shifts – so the behaviors can be developed in tandem to increase conveyed confidence:

1 Know your stuff

DIAL UP

Strategic

Think ahead, prioritize what is most important, and identify the consequences; use the past to anticipate the future.

DIAL UP

Technical

Do an expertise audit on yourself; identify areas where you could brush up on your knowledge and skills and make it happen.

Think in themes.



There are 2 major themes within these 8 shifts – so the behaviors can be developed in tandem to increase conveyed confidence:



2

Step Up and Speak Up



DIAL UP

Management Focus

Increase your influence; look for opportunities where you can take the lead; take ownership: “I’ve got this” or “My department will take care of it.”

DIAL UP

Persuasive

Prepare your pitch thoroughly; consider that different people are influenced by different factors; anticipate pushback and address it.

DIAL UP

Dominant

Constructively challenge others’ ideas; don’t back down too quickly; practice being assertive in safe settings; be a strong advocate.

Think in themes.



There are 2 major themes within these 8 shifts – so the behaviors can be developed in tandem to increase conveyed confidence:

2

Step Up and Speak Up

DIAL DOWN

Consensual

Know when it is your call to make a decision; develop skills to explain your rationale to those who disagree; move decisions along quickly.

DIAL DOWN

Deference to Authority

Choose 1 or 2 things you are willing to “ask forgiveness for” rather than asking permission; share your insights with superiors even when they may disagree.

DIAL DOWN

Cooperation

Set aside time to focus on your own priorities; practice saying no; determine what is non-negotiable and stand up for it.

Behavior change
is a dial.



Behavior change
is not a light switch.



Case Study

Coaching for Confidence in Action



Case Study



Andre is well liked in his organization. His supervisor has observed some challenges:

- His direct reports don't seem to be getting enough direction from Andre.
- Andre seems to need constant advice, direction, and counsel from higher-ups.

His supervisor is having concerns that Andre isn't up for managing a team, so recommends him for coaching with hopes that he can grow into the role.



**Andre, 28, Project Manager
Transportation Company**

Time at organization: 2.5 years

Andre's Starting Scores



Key:

Boss

Peers

Direct Reports

Observer BEHAVIOR Scores

Scale: 1-100
From semi-ipsative questionnaire

Management Focus



Deference to Authority



Strategic



Observer EFFECTIVENESS Scores

Scale: 1-7
From anchored-rating questions

Perceived Confidence



Overall Effectiveness



Future Potential



Behavior Shift: MANAGEMENT FOCUS



Management
Focus



What is it?

Making things happen, being influential; willing to take command; providing guidance to others; taking over a group; acting as a facilitator

Why?

Baggage from a dictatorial former boss made Andre inclined to give others LOTS of space for ideas. But the hands-off approach allowed strong personalities within the team to derail meetings. This left many feeling lost and isolated.

What can he do about it?

Prepare each team meeting carefully with a purpose and a strong agenda. Consider input, but then make the call. Re-focus team members when they get off track. Take responsibility for the performance of the group. Provide constructive feedback to naysayers.

Behavior Shift: *Deference to* AUTHORITY



Deference to
Authority



What is it?

Valuing the opinions of manager and more senior leaders; demonstrating loyalty to the organization; finding out what superiors expect and want; following the rules

Why?

New in his role, he was eager to please those senior to him. So he was hesitant to act without asking or to share strong opinions – leaving his boss and others feeling like he needed constant support and wasn't leadership material.

What can he do about it?

Before meeting with superiors, prepare a plan to present to them. Anticipate objections and push back (gently). Identify where to ask forgiveness rather than permission. Practice using persuasive language to state his case.

Behavior Shift: STRATEGIC



Strategic



What is it?

Planning for the future; thinking ahead; assessing the long-term implications of decisions; objectively analyzing options and opportunities

Why?

Though Andre did spend time planning and thinking ahead, he was not great about sharing those ideas with others. Additionally, he was using his strategic mindset on business initiatives only, but not on his own career advancement.

What can he do about it?

Set up a weekly personal strategy summit...



Ask questions like:



What important meetings are coming up? How can I prepare for them?
When will I prepare for them?



What expertise do I need to bring to them – how and when will I get it?



Do I have an opportunity to lead in these meetings? Or to redirect?



What ideas am I pushing for, and how can I make them convincing?



What objections might I encounter, and how can I push back?

Behavior Shift: STRATEGIC



Look at each meeting as an opportunity to demonstrate your competence and confidence.

Andre's Results

Andre retook the LEA 360™ two years later.

Key:

Boss

Peers

Direct Reports



BEHAVIOR

Management Focus



Avg +113%

Deference to Authority



Avg -6%

Strategic



Avg +19%

EFFECTIVENESS

Perceived Confidence



Avg +20%

Overall Effectiveness



Avg +20%

Future Potential



Avg +20%

Andre's Results



In addition to noteworthy movement in his targeted behavior scores, Andre's effectiveness ratings increased across the board.

He is being considered for a competitive promotion.



Amazing work,
Andre!

Confidence is a practice... not a personality trait.

**By focusing on specific behaviors,
you can help clients convey more
confidence - and reap the benefits.**



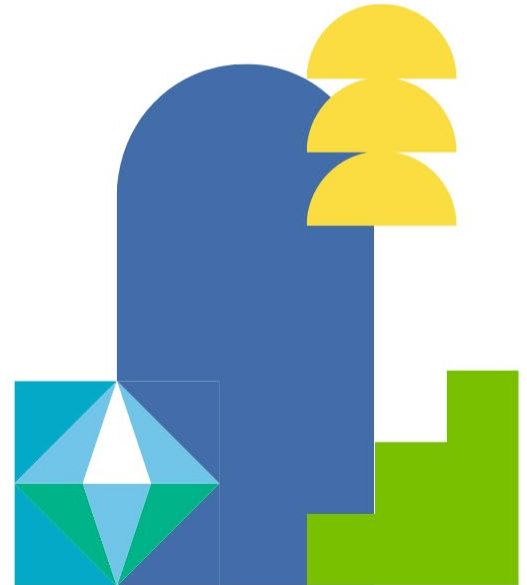
Questions



On the way to your inbox...



1. Slides and recording
2. Blog post wrap-up with answers to more of your questions
3. **Bonus!** Crib sheet on coaching for confidence



Upcoming Events with MRG

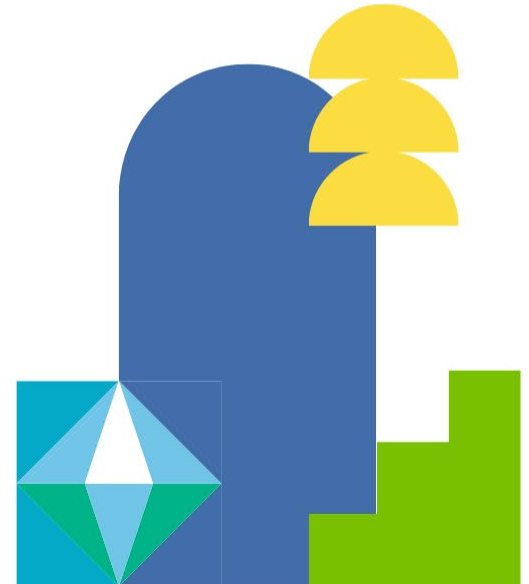
LEA 360™

Starting September 10
Starting October 15

IDI™

Starting August 7
Starting September 11
Starting December 4

Pre-Register for our
next webinar!
Use the link in the
chat





Thank you.

Stay in touch!

Contact Us

research@mrg.com

