

CONVEYING CONFIDENCE

COACHING CRIB SHEET



Is conveying confidence a big deal?

The research says... YES.

Studies show that confidence is a **status enhancer**.

People see confident leaders as more competent and believe they'll succeed at tasks.

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

These perceptions persist – even after evidence suggests that an individual is not all that competent!

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

About the Study:

CONVEYING confidence vs. FEELING confidence

Feeling confident on the inside is different than conveying confidence to others. To study both aspects of confidence – and how they interact – we looked at data on nearly 15k leaders around the world who took the LEA 360.

Here's what we measured:

Self perception of the leader's confidence

Self perception of the leader's behavior

Observer perceptions of the leader's confidence

Observer perceptions of the leader's behavior

Observer perceptions of the leader's effectiveness



3 New Research Reveals About Confidence

1

Conveying Confidence is a Predictor of Positive Leadership Outcomes

Our study showed that conveying confidence correlates with conveying effectiveness: for every 1-point increase in confidence ratings, there was a .43-point increase overall effectiveness. In fact, high-confidence leaders rated higher on 68% of the 31 competencies measured.



2

You don't need to FEEL confident to CONVEY confidence

Our research shows that there's no practical relationship between felt and conveyed self-confidence. What does that mean? As coaches, we can help people reap the benefits of conveying confidence, even if they're still working on feeling it within.

3

There is a specific behavior profile associated with conveying confidence

By studying leadership behavior and effectiveness, we are able to reveal a unique set of behaviors that distinguish leaders who convey the most confidence from those who don't. That means we can take a targeted, research-informed, behavior-based approach to coaching.



Scan for citations, on-demand webinar, and all of our additional resources.

8 Behavior Shifts to Convey Confidence

Our research reveals 8 key behaviors leaders can shift to convey more confidence. Think of them in two major themes - and give leaders these tips to tweak them.

THEME:
**Know
Your
Stuff**



STRATEGIC

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



TECHNICAL

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

THEME:
**Step Up &
Speak Up**



MANAGEMENT FOCUS

Increase your influence; look for opportunities where you can take the lead; take ownership.



PERSUASIVE

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



DOMINANT

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

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.

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.

COOPERATION

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

WAIT!
**Don't
work on
all 8.
Read
this first!**



Scan for a case study with strategies to coach for confidence:



Narrow the Focus to What Matters

Not every leader (not even every lower-confidence leader!) **will need to shift all 8 behaviors.** Not only would it not be relevant - it's impossible to successfully tackle so much change at once. For more successful coaching, **narrow the scope of the work with assessment.** Identify your client's unique developmental needs with a sound, **behavior-based psychometric like the LEA 360.** Leverage the data to identify the areas where your work can make the biggest impact.



Learn more about how the LEA 360 helps coaches understand their clients better, and build their confidence - inside and out.

