Human Relations for Career and Personal Success Concepts Applications and Skills 11th edition DuBrin Solutions Manual

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CHAPTER 2
SELF-ESTEEM AND SELF-CONFIDENCE

CHAPTER OUTLINE AND LECTURE NOTES

Self-confidence helps a person succeed in a competitive field. Two of the biggest building blocks for more effective human relations are self-esteem and self-confidence.

I. THE NATURE OF SELF-ESTEEM, ITS DEVELOPMENT, AND ITS CONSEQUENCES

An important part of understanding the self is **self-esteem,** the experience of feeling competent to cope with the basic challenges in life and of being worthy of happiness. Self-esteem also refers to a positive overall evaluation of oneself. The self-concept refers to what we *think* about ourselves, whereas self-esteem is what we *feel* about ourselves. Students can complete The Self-Esteem Checklist Quiz 2-1 in the text for an indication of their level of self-esteem.

A. The Development of Self-Esteem

Self-esteem comes from a variety of early life experiences. Childhood experiences that lead to healthy self-esteem include being praised, listened to, spoken to respectfully, and experiencing success in sports or school. Childhood experiences that lead to low self-esteem include being harshly criticized, yelled at, beaten, ignored, ridiculed, expected to be perfect, and experiencing failures in sports or school.

Self-esteem comes about by genuine accomplishments, followed by praise and recognition. Heaping undeserved praise and recognition on people may lead to a temporary high, but it does not produce genuine self-esteem.

Although early life experiences have the major impact on the development of self-esteem, experiences in adult life also impact self-esteem.

B. The Consequences of Self-Esteem

Self-esteem is a major factor in career success.

Positive Consequences

1. *Career Success.* A major consequence of having high self-esteem is that you have a better chance of attaining career success, as shown in a study of 12,000 people followed from childhood into adulthood over a 25-year span. People with high core self-evaluations (that include self-esteem) also benefit more from training.

2. *Organizational Prosperity*. Self-esteem is a critical source of competitive advantage in an information society. Workers with high self-esteem are more likely to cope with new challenges regularly because they are confident they can

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master their environments. A study suggested that high self-esteem is more likely to lead to enhanced job performance when the employee's self-esteem does not depend on performing well.

3. *Good Mental Health*. People with high self-esteem feel good about themselves and have positive outlooks on life. High self-esteem helps many situations from being stressful.

4. *Profiting from Negative Feedback.* Because they are secure, people with self-esteem can profit from the developmental opportunities suggested by negative feedback.

5. *Serves as a Guide for Regulating Social Relationships*. Leary claims that self-esteem provides a performance gauge during social interaction. Self-esteem rises and falls in relation to how well you are doing during a social interaction.

Potential Negative Consequences

High and low self-esteem can create problems.

1. *Exaggerated levels of self-esteem can lead to narcissism.* Self-esteem can elevate to the point of having little concern for others. **Narcissism** is an extremely positive view of the self, combined with limited empathy for others. The narcissist may alienate others in the workplace.

2. *Envying Too Many People.* A potential negative consequence of low self-esteem is envying too many people. Our own reference group has the biggest impact on self-esteem.

3. *Poor Romantic Relationships when Self-Esteem is Low.* People with self-doubts consistently underestimate their partners' feelings for them.

II. THE ENHANCEMENT OF SELF-ESTEEM

Improving self-esteem is a lifelong process because self-esteem is related to the success of your activities and interaction with people.

A. Attain Legitimate Accomplishments

To repeat, accomplishing worthwhile activities is a major contributor to self-esteem in children and adults, as follows: Person establishes a goal → person pursues the goal → person achieves the goal → person develops esteem-like feelings. Also, the person must engage in behaviors and make choices that are esteem worthy. Whether or not the accomplishment is legitimate can depend on the honesty of the feedback a person receives. Establishing constructive goals that can make a difference for others, and then attaining them, can boost self-esteem.

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B. Be Aware of Personal Strengths

Appreciating one's strengths and accomplishments may increase self-esteem. Appreciating your strengths and accomplishments requires that you engage in **introspection,** the act of looking within oneself. Appreciating your strengths and accomplishments requires that you engage in introspection. Part of Buscaglia's program for enhancing human relationships was for people to love others as well as themselves.

C. Minimize Settings and Interactions That Detract from Your Feelings of Competence

Minimizing exposure to situations in which the person does not feel at his or her best helps prevent lowering of self-esteem. A problem with avoiding all situations in which you feel incompetent is that it might prevent you from acquiring needed skills.

D. Talk and Socialize Frequently with People who Boost Your Self-Esteem

Strong people—those with high self-esteem—will give honest feedback and help boost the esteem of others. A related approach to boosting self-esteem is to create a blog in which you enter positive comments, still photos, and videos about you.

E. Model the Behavior of People with High Self-Esteem

Observe the way people who are believed to have high self-esteem stand, walk, speak, and act. Even if you are not feeling so secure inside, you will project an image of high self-esteem if you act assured.

III. THE IMPORTANCE OF SELF-CONFIDENCE, AND ITS SOURCES

A. The Importance of Self-Confidence and Self-Efficacy

Self-efficacy is the confidence in your ability to carry out a specific task in contrast to generalized self-confidence. Self-confidence is important for leadership. People with high self-efficacy are likely to perform better and set high goals for themselves.

B. The Sources of Self-Confidence.

Self-confidence stems from five sources of information.

1. The actual experience or the things we have done.
2. The experiences of others, or modeling.
3. Social comparison, or comparing yourself to others.
4. Social persuasion, the process of convincing another person.
5. Emotional arousal, or how you feel about events around you and how you manage your emotions.

Students can assess their level of self-confidence with the How Confident Are You? Self-assessment Quiz 2-3 in the text.

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IV. DEVELOPING AND STRENGTHENING YOUR SELF-CONFIDENCE

Strengthening your self-confidence often breeds success. Self-confidence is generally achieved by succeeding in a variety of situations. Self-confidence building does not work for everyone because they will have lingering self-doubts despite many successes. There are also tactics and strategies for building and elevating self-confidence.

A. Take an Inventory of Personal Assets and Accomplishments

Personal assets should be related to characteristics and behaviors rather than tangible assets, such as a car. Accomplishments can be anything significant in which you played a key role in achieving the results. An important supplement to listing your own assets is hearing the opinion of others on your good points.

B. Develop a Solid Knowledge Base

Develop a base of knowledge that enables you to provide sensible alternative solutions to problems. But don't bombard people with quotes, facts, and figures.

C. Use Positive Self-Talk

Positive self-talk is saying positive things about you to yourself. Positive self-talk builds self-confidence because it programs the mind with positive messages. The first step in using positive self-talk is to objectively state the incident that is casting self-doubt about self-worth.

D. Avoid Negative Self-Talk

Minimize negative statements about yourself to bolster self-confidence. Also, do not attribute to yourself negative, irreversible traits such as "idiotic," or "jerk."-

E. Use Positive Visual Imagery

Positive visual imagery pictures a positive outcome in your mind. This technique helps you appear confident because your mental rehearsal of the situation has helped you prepare for battle.

F. Set High Expectations for Yourself (The Galatea Effect)

The **Galatea effect** is a type of self-fulfilling prophecy in which high self-expectations lead to high performance. Create your own self-fulfilling prophecy in which high expectations least to high performance. If you believe in yourself, you are more likely to succeed.

G. Strive for Peak Performance

A key strategy for projecting confidence is to display **peak performance,** or exceptional performance in a given task. To achieve peak performance, you must be totally focused on what you are doing, or *be in the zone.*

H. Behave as If You Feel Confident

Your behavior leads to attitudes, so as you change your behavior, your attitudes will begin to change. Try confident behavior while making a presentation.

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I. Practice Public Speaking
If you stand in front of an audience, even in a small meeting, and deliver your thoughts effectively, you will gain self-confidence. Just reading PowerPoint slides to the group is not enough.

J. Bounce Back from Setbacks and Embarrassments
Resilience is a major contributor to personal effectiveness. Overcoming adversity not only builds self-confidence but also contributes to a person's long-term well-being. A study showed that people who had experienced a few adverse events reported better mental health and well-being than people with much adversity or no reports of misfortune.

Three suggestions for bouncing back are:

1. *Get Past the Emotional Turmoil.* Accept the reality of your problem, do not take the attack personally, do not panic, and get help from your network. A frequent cause of

2. *Find a Creative Solution to Your Problem.* To make a comeback you need to solve your problem. So you often need to search for creative solutions to your problem
3. *Regain Confidence by Relaxing a Little.* Stop overworking and allow yourself to relax.

I. Strive to Develop Psychological Capital
A comprehensive way of becoming more self-confident is to develop **positive psychological capital**, a state in which you have hope, self-efficacy, optimism, and resilience. An encouraging note about positive psychological capital is that people can develop this state of being.

J. Avoid Overconfidence
Self-confidence can be a negative factor if carried to extremes. The overly self-confident individual might become intimidating, and unwilling to listen to advice. Also watch out for too much concern about the self, including self-esteem.

V. CODEPENDENCE AND HOW IS IT LINKED TO LOW SELF-ESTEEM AND LOW SELF-CONFIDENCE

One way in which people with low self-esteem and low self-confidence attempt to take care of the problem is to play a martyr role and become the benefactor of someone else. In personal life, as well as on the job, codependence can create unhealthy, dysfunctional relationships.

A. Meaning of Codependence
Codependency is a state of being psychologically influenced or controlled by, reliant on, or needing another person who is addicted to substances such as alcohol and

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drugs, or behavior such as gambling or Internet use. The codependent has a tendency to place the needs and wants of other first, a behavior that is often linked to low self-esteem.

B. Symptoms and Description of the Problem
Many symptoms are possible, including these four: (1) The codependent feels responsible for the dependent by covering up the other person's addiction. (2) The codependent will often only feel good when the dependent person feels good, so the codependent tries hard to please the dependent. (3) The codependent will have difficulty leading a satisfying and productive life because he or she invests so much energy in taking care of a person with a dependency. (4) The codependent has a strong need to rescue or fix another person—even though an unconscious motive might be present to keep the other person addicted and helpless.

C. Control and Overcoming of Codependence
Codependency often stems from growing up in a dysfunctional family, so psychotherapy and counseling may be required to overcome the behavior pattern and attitudes of a codependent. The codependent must learn to say "No," perhaps in small steps. The codependent must recognize that it is often not in his or her power to change the behavior of another person.

ANSWERS TO QUESTIONS FOR DISCUSSION AND REVIEW

2.1 Imagine an accountant being told by a client, "I think that you are really stupid, and I am going to report you to your boss." Give one example of how a high self-esteem accountant might respond, and one of how a low self-esteem accountant might respond.

The high self-esteem accountant might respond something to the effect, "I am sorry to have disappointed you, but the vast majority of my clients are satisfied with my performance. In what way was my performance not satisfactory?" The low self-esteem accountant might reply something to the effect, "I messed up again. If you report me to my boss, I might lose my job."

2.2 Identify a public figure, such as a business executive, professional athlete, or politician whose self-esteem is so extreme that he or she is a narcissist. Give a couple of examples of his or her narcissistic behavior.

Donald Trump has become closely associated with narcissism, although he is a highly productive narcissist. His narcissistic behavior includes his frequent mention of personal accomplishments while being interviewed, the mention of his name on so many commercial properties including office buildings and golf courses, and on his insistence that he was the strongest candidate to become the president of the United States. Many people think the television show. "The Apprentice" was self-aggrandizing for Trump.

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2.3 In what way has a teacher, instructor, or professor ever raised your self-esteem? How long lasting was the effect?

Many people have experienced significant jumps in their self-esteem based on the efforts of their instructor at various level of education. Quite often the self-esteem building act was based on the instructor complimenting a meritorious piece of work, including praise to the rest of the class.

2.4 How might you improve your self-efficacy for a specific job that you are performing?

An essential way to improve self-efficacy would be to practice a skill until mastery is achieved. Receiving training and coaching would be helpful. The skill mastery would also boost self-confidence in a small way, enabling the person to complete the task more confidently.

2.5 When you meet another person, on what basis do you conclude that he or she has high (or low) self-confidence?

One indicator of self-confidence is the way a person presents himself or herself. This could involve their posture, voice projection, grooming, eye contact and smiling. Other indicators of self-confidence are performing well in most situations, willingness to offer advice to others, willingness to make decisions and try new things, and considering oneself a winner.

2.6 The criticism is often made in the media that we have become a nation of superficial approaches to building self-esteem, such as giving children and adults trophies for very small accomplishments. What is your opinion of this criticism?

The student's opinion is valuable particularly if he or she has been the recipient of too much deserved praise, including trophies. One problem observed about too many superficial approaches to self-esteem building is that many younger members of the workforce expect too much praise for ordinary accomplishments. Another problem is that some people who have been over-praised see through the superficiality and do not grow in self-esteem as a result.

2.7 In what ways does your program of studies contribute to building your self-esteem and self-confidence?

Students will have various answers for this question, but the most common one is doing well on their coursework (assignments, tests, projects) builds their confidence that they can continue to do well, and it makes them feel better about themselves, resulting in higher self-esteem.

2.8 Self-confidence has been identified as the personality trait most frequently associated with leadership (see Chapter 11). If you aspire to be a leader, or already occupy a

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leadership position, what steps do you think you will take to further strengthen your self-confidence?

The general approach of assembling a group of small victories will work well for most future and present leaders. The person might then choose a more specific tactic. Developing effectiveness in public speaking is highly recommended.

2.9 Visualize yourself applying for your dream job, and because you want the job so badly you do not feel highly self-confident. What steps can you take to appear self-confident?

With respect to verbal behavior, the candidate can attempt to relax, then deliberately speak at a moderate pace. Nonverbal behavior will play a major role in such ways as displaying good posture and using a firm handshake. Forcing oneself to smile might also help.

2.10 Interview a person whom you perceive to have a successful career. Ask that person to describe how he or she developed high self-esteem. Be prepared to discuss your findings in class.

Most likely the student findings will corroborate the idea that high self-esteem came about because of the person's many successes, often beginning way back in their childhood. Many successful people will also say that having high self-esteem to begin with contributed to their career success.

COMMENTS ON EXERCISES AND CASES

Human Relations Self-Assessment Quiz 2-1: The Self-Esteem Checklist

The term *self-esteem* has become part of general knowledge, so most students already have some belief that self-esteem is important part of human functioning. An advantage of this instrument is that it helps sensitize students to many of the symptoms of high self-esteem and low self-esteem. You might solicit student opinion on which statement they think indicates the lowest self-esteem. How about, number 17? "People who would want to become my friend usually would not have much to offer." Another potential indicator of very low self-esteem is question 19, "I'm just an ordinary person."

It could be worth mentioning that situational forces can sometimes affect self-esteem. Students who have had a series of recent defeats such as flunking an exam, being rejected for a job, or being dumped in a relationship might have a low score that is not representative of their typical self-attitudes. Conversely, students who have had a recent series of victories might have an artificially high score on the *Self-Esteem Checklist.*

Human Relations Self-Assessment Quiz 2-2: National Longitudinal Survey of Youth Measure of Core Self-Evaluations

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An important feature of this self-quiz is that it has been scientifically developed for a national survey. The core self-evaluations include self-esteem, thereby giving the student another opportunity to reflect on self-esteem. If answered False, a few of the times point to developmental opportunities. A hard-hitting example is No. 6, "I feel I do not have much to be proud of." The person responding False might get working on something to be proud of.

Human Relations Self-Assessment Quiz 2-3: How Self-Confident Are You?

An important contribution of this self-quiz is that it reinforces the idea that a very high standing on a personality dimension is not always the best. In this situation, self-confidence that is too high might lead to an arrogant attitude that interferes with smooth interpersonal relationships. Thinking about self-confidence is important because it is such an important dimension of behavior.

The concept of self-confidence has high face validity for students because it relates to an aspect of behavior that directly affects their success in school, job performance, and social life. It may prove instructive to discuss why several of the ten statements relate to self-confidence. For example, statement 1, "I frequently say to people, 'I'm not sure'" tells a lot about self-confidence. A person who is low on self-confidence is literally not sure. Statement 9 ("I'm much more of a winner than a loser") is another useful topic for class discussion. A self-confident person is much more likely to perceive that he or she is a winner.

Human Relations Application Exercise 2.1: Boosting the Self-Esteem of another Person

Here is an opportunity for students of human relations to do some constructive field work without spending a lot of time or money. It might be true that a student might not be able to permanently boost a person's self-esteem through one act of positive reinforcement. Nevertheless, rewarding people for legitimate accomplishment is one step in the right direction. If people are rewarded frequently for legitimate accomplishment, their self-esteem will elevate.

The attempts at building self-esteem may not lead to visible changes in the target for several reasons. One problem is that the person receiving the intended self-esteem booster may not respond, thinking that it was part of his or her responsibility to perform the act. Following the example given in the text about self-esteem building, the freelance tech support person might think that getting rid of viruses is ordinary work. Another potential mishap with the attempts at building self-esteem is that the reward might be administered in a mechanical, unfeeling way, much like leaving an obligatory tip in a restaurant.

Human Relations Application Exercise 2.2: Building Your Self-Confidence and Self-Efficacy

Successful completion of this exercise will require an above-average degree of self-discipline. So many people identify an area for self-improvement that will boost their skill, but fail to systematically go about practicing the improvement or skill development. The exercise suggests that the student focus on one approach to self-confidence building because (a) there is a limit on the amount of time a student can invest in one skill-building exercise,

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and (b) focused effort is likely to lead to better results than attempting a variety of approaches in a short time period. An example of this approach is presented in *Skill-Building Exercise 2-2.* Another example is as follows:

Don decides to use the tactic "avoid negative self-talk" for two weeks. He makes a deliberate effort to stop making negative statements about himself for two weeks. When asked to present a summary of his term paper in front of the class, he avoids a statement he would typically make in this situation, such as "I'm terrible at this stuff." Instead, he performs the task without commenting negatively about his skill. A couple of days later he applies for a position as an assistant manager in a dollar store. He would ordinarily say in a situation like this, "I probably don't have the experience you are looking for, but I would like to apply anyway." Instead, he avoids negative self-talk—and uses positive self-talk—by saying, "I'm applying because I'm a serious business student, and I like retailing."

Human Relations Class Activity: The Self-Esteem and Self-Confidence Survey

Surveys have become such an integral part of our culture that most students will find collecting data through surveys to make sense. The approach outlined in this activity will also be helpful in communicating the idea that some of human relations knowledge is based on empirical methods. One of the many possible areas for discussion would be discrepancies between average self-esteem and self-confidence scores. Such differences are possible because some people like themselves even when they do not feel confident.

Human Relations Case Study 2 -1: High Self-Esteem Brandy

The case about Brandy illustrates how flaunting self-esteem and self-confidence can result in a negative reaction from others. A personal brand may seem like a narcissistic endeavor yet a brand can be promoted with sensitivity and tact.

2.11 How effectively is Brandy Barclay presenting herself has a brand (or a unique individual)?

As mentioned in the above comment, Brandy is going too far in presenting herself in a positive, confident manner. She is flaunting her brand to the point of appearing narcissistic. Brandy's self-centeredness appears to be annoying the interviewer.

2.12 What suggestions can you offer Barclay for presenting herself as a strong individual more effectively?

Barclay might focus more on what she can do for the company in terms of the position under consideration. She might talk about her past experience and talents would be an asset in the administrative assistant position. She is placing too much emphasis on how she wants to move forward in her career.

2.13 To what extent do you think that Brandy's high self-esteem has reached the point of narcissism?

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It appears that Brandy's high self-esteem has reached the point of narcissism. She has become self-absorbed, as in her statement, "I'm a whiz at Microsoft Office Suite, and I'm sweet with people. Kind of catchy, don't you think?" Brandy could also be showing low empathy because she does not recognize the interviewer's need to focus on the position under consideration.

Human Relations Role Playing-Exercise 2-1: Brandy Becomes More Humble

This role play provides an opportunity to practice what many students would enjoy practicing—presenting oneself in a positive yet not arrogant manner. Observers should look for positive self-statements by Brandy without being bombastic. Another key point of observation will be how positively Gus responds to Brandy being a positive, self-confident job candidate.

Human Relations Case Study 2-2: Anthony Needs a Boost

This case illustrates a familiar scenario. Anthony is taking a hit to his self-confidence because of setbacks in work and personal life.

2.14 To what extent is Anthony facing a self-confidence problem?

Anthony gives strong evidence that he is facing a self-confidence problems as exemplified by his statements, "I'm losing my mojo" and "I'm losing faith in my abilities."

2.15 What do you do to recommend that Anthony do to re-gain his self-confidence?

Anthony has been hit hard lately. His best hope for re-gaining his self-confidence is to experience a few small victories, such as making a modest sale, driving safely, and finding somebody to date even if she is not a total replacement for his fiancé. A little positive self-talk would also be helpful.

2.16 How might Anthony's manager be able to help Anthony boost his self-confidence?

If possible, the manager should give Anthony a moderately difficult assignment in which he is most likely to succeed, and then discussing the good results with Anthony. A comparable approach is to praise Anthony on his next positive result, such as booking an order. The general point is that the manager should facilitate Anthony experiencing a few small wins in order to boost his self-confidence.

Human Relations Rolfe-Playing Exercise 2-2: Quincy Attempts to Boost Anthony's Self-Confidence

Observers might look to see how effective Quincy is in is attempts to boost Anthony's self-confidence. It will be good to cheer Anthony along, but it would be even more effective to point to some of Anthony's past successes.

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Human Relations for Career and Personal Success

Chapter 2

Self-Esteem and Self-Confidence

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Learning Objectives

1. Describe the nature, development, and consequences of self-esteem.
2. Explain how to enhance self-esteem.
3. Describe the importance of self-confidence and self-efficacy.
4. Pinpoint methods of strengthening and developing your self-confidence.
5. Describe the problem of codependence and how it is linked to low self-esteem and self-confidence.

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The Nature of Self-Esteem

- Self-esteem refers to a positive overall evaluation of oneself.
- Self-concept refers to what we *think* about ourselves.
- Self-esteem is what we *feel* about ourselves.
- People with positive self-esteem develop positive self-concepts.

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The Development of Self-Esteem

- Self-esteem comes from a variety of early life experiences.
- Encouragement and emotional support lead to self-esteem.
- Healthy self-esteem stems from childhood experiences such as praise, being listened to, and getting attention and hugs.

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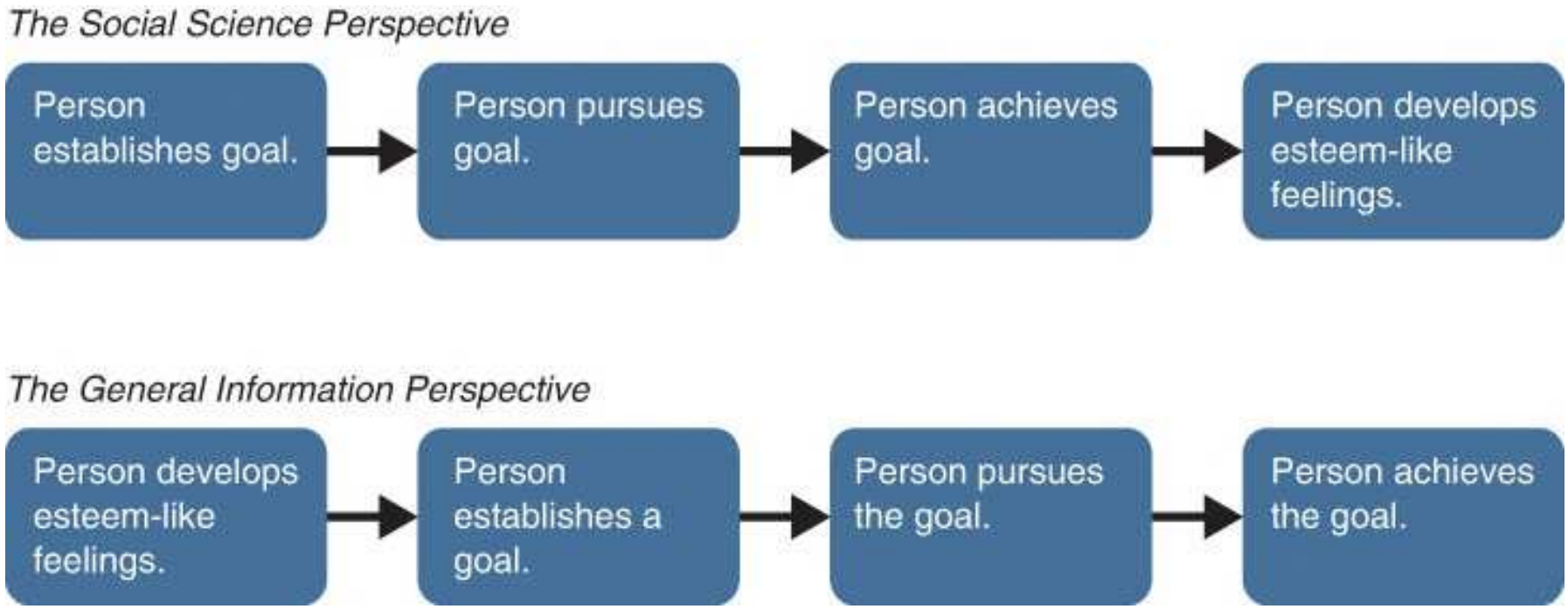
The Development of Self-Esteem (cont.)

- Childhood experiences leading to low self-esteem include being harshly criticized, ignored, ridiculed, teased, and frequent failures in sports or school.
- Current view of developmental psychologists is that self-esteem results from accomplishing worthwhile activities and then feeling proud of these accomplishments.
- Adult life experiences also affect self-esteem, such as leadership that encourages self-rewards.

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The Development of Self-Esteem (cont.)



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Positive Consequences of Self-Esteem

- Career Success. (Research study found that people with high core self-evaluations have double the career success of others. Also, soldiers with high core self-evaluations performed better in foreign-language training.)
- Organizational prosperity. (Self-esteem is a critical source of competitive advantage in an information society.)
- Good mental health. (Feel good about self, positive outlook, can prevent stressful situations.)

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Positive Consequences of Self-Esteem (cont.)

- Profiting from Negative Feedback. (Feeling secure, can profit from developmental opportunities suggested by negative feedback.)
- Serves as Guide for Regulating Social Relationships. (Self-esteem rises and falls, acting as a barometer of how well one is doing.)



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Potential Negative Consequences of Self-esteem

1. Exaggerated levels of self-esteem can lead to narcissism. (Individual becomes self-absorbed to point of having little concern for others.)
2. Envying too many people when self-esteem is low. (Social comparison can lead to self-esteem problems.)
3. Poor romantic relationships when self-esteem is low. (Might create distance from partner.)

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The Enhancement of Self-Esteem

- Attain Legitimate Accomplishments (To boost your self-esteem you must engaged in behaviors that make choices that are worthy of esteem. Helping others can boost self-esteem.)
- Be Aware of Personal Strengths (Use introspection to list strengths.)
- Minimize Settings and Interactions that Detract from Your Feeling of Competence (Don't skydive if you have a fear of heights!)

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The Enhancement of Self-Esteem (cont.)

- Talk and Socialize Frequently with People Who Boost Your Self-Esteem (People with high self-esteem are usually those with high self-esteem themselves. Create a blog and invite positive comments about you.)
- Model the Behavior of People with High Self-Esteem (Observe how they stand, walk, speak, and act. Choose people you know personally as well as public figures.)

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The Importance of Self-Confidence and Self-Efficacy

- When self-efficacy is high, you believe you have the ability to do what it takes to get the job done.
- Studies have shown that people with a high sense of self-efficacy have good job performance.
- People with high self-efficacy are more likely to think that a goal is realistic.
- Jack Welch said that his most important responsibility as CEO of GE was building the self-confidence of managers throughout the company.

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The Sources of Self-Confidence

1. Actual experience, or things you have done.
2. The experiences of others, or modeling.
3. Social comparison, or comparing yourself to others.
4. Social persuasion or the process of convincing others.
5. Emotional arousal, or how you feel about events around you and how you manage your emotions.

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Developing and Strengthening Your Self-Confidence

- Take an Inventory of Personal Assets and Accomplishments. (Do not be modest in preparing your list.)
- Develop a Solid Knowledge Base. (Working from a base of facts helps you project confidence.)
- Use Positive Self-Talk. (Say positive things about you to yourself.)
- Avoid Negative Self-Talk. (Minimize negative statements about you.)

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Developing and Strengthening Your Self-Confidence (cont.)

- Use Positive Visual Imagery. (Picture a positive outcome of a difficult scenario in your mind.)
- Set High Expectations for Yourself (the Galatea Effect). (A self-fulfilling prophecy—if you believe in yourself you can succeed.)
- Strive for Peak Performance. (To achieve exceptional performance on a given task, you must be totally focused, or “be in the zone.”)

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Developing and Strengthening Your Self-Confidence (cont.)

- Behave as If You Feel Confident. (As you change your behavior, your attitudes will begin to change.)
- Practice Public Speaking. (Delivering your thoughts effectively to an audience is a proven way of developing your self-confidence.)
- Bounce Back from Setbacks and Embarrassments. (Three components are recommended as presented next.)

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Developing and Strengthening Your Self-Confidence (cont.)

- Bounce Back from Setbacks and Embarrassments

a. Get past the emotional turmoil. (Accept the reality of your problem; do not take the setback personally; and, get help from your support network.)

b. Find a creative solution to your problem. (To plan a comeback, you need to solve your problem.)

c. Regain confidence by relaxing a little.

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Developing and Strengthening Your Self-Confidence (cont.)

- Strive to Develop Positive Psychological Capital. (A comprehensive way of becoming more self-confident, involving four components.)

a. Hope (persevering toward goals)

b. Self-efficacy (can succeed in challenging task)

c. Optimism (make a positive attribution about succeeding now and in future)

d. Resiliency (sustain effort and bounce back)

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Developing and Strengthening Your Self-Confidence (cont.)

- Avoid Overconfidence

a. Self-confidence can be a negative factor if carried to extreme.

b. An over-confident person might not give others a chance to speak in meetings.

c. Too much concern about the self in general can create problems, such as being self –centered and uninterested in other people and the outside world.

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Codependence and Link to Low Self-Esteem and Low Self-Confidence

- Meaning of Codependence. (The codependent places needs and wants of others first, the exclusion of acknowledging one's own needs.)
- Symptoms and Description of the Problem (include the following codependent behaviors):

a. Covers up other person's addiction.

b. Feels good when dependent person feels good.

c. Unhealthy dependence on relationships.

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Codependence and Link to Low Self-Esteem and Low Self-Confidence (cont.)

- How to Control and Overcome Codependence

a. Psychotherapy and counseling might be needed.

b. Codependent person must become aware of problem.

c. Codependent person must learn to say “No,” perhaps in small steps. (No bottle of vodka!)

d. Codependent person must recognize that it is often not in his or her power to change other person.

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Codependence and Link to Low Self-Esteem and Low Self-Confidence (cont.)



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